



Technical Report 2015-01

The Center for the Army Profession and Ethic (CAPE) Annual Survey of the Army Profession (CASAP FY15)

September 2015

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Center for the Army Profession and Ethic (CAPE)

U.S. Army Training and Doctrine Command

Authorized and approved for distribution:

JOHN A. VERMEESCH

Colonel, U.S. Army

Director, Center for the Army Profession and Ethic

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14. ABSTRACT (<i>Maximum 200 words</i>): The Center for the Army Profession and Ethic (CAPE) Annual Survey of the Army Profession (CASAP FY15) was distributed to a statistically sufficient random, stratified sample of Army Professionals (PFC-COL and GS 7-15) from 15 Dec 14 – 30 Jan 15. Its findings contribute to shared understanding of the <i>State of the Army Profession</i> within the Army culture of trust -- informing senior Army leaders regarding the effectiveness of policies and practices intended to inspire and motivate Army professionals to “live by and uphold the Army Ethic.” Specifically, CASAP FY15 focused on the FY15/16 America’s Army – Our Profession theme, “Living the Army Ethic,” <i>Why and How We Serve</i> . Essential Elements of Analysis included: shared identity of Soldiers and Army Civilians as <i>Trusted Army Professionals</i> along with the embedded roles of <i>Honorable Servants</i> , <i>Army Experts</i> , and <i>Stewards</i> ; and perceptions of the state of trust within units and organizations and with the American people. Results indicate that Soldiers and Army Civilians embrace their shared identity and express commitment to “live by and uphold the Army Ethic.” However, coaching, counseling, mentoring, and trust among components and communities of practice require continued attention and steady improvement. These findings will drive training and education products and annual theme focus and align with Army training management and APLDF governance schedules. Key findings are relevant to the goals of the Human Dimension Task Force and the Ready and Resilient Campaign, under the Army Resiliency Directorate. As such, CASAP is a strategically important assessment for senior Army leaders and is a recurring proponent responsibility (AR 5-22).									
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Overview

Purpose. CASAP findings drive training and education products supporting the “America’s Army – Our Profession” annual theme, aligning with Army training management and Army Profession and Leader Development Forum (APLDF) governance schedules. For CASAP FY15, results indicate that Soldiers and Army Civilians embrace their shared identity as *Trusted Army professionals* and express their commitment to “live by and uphold the Army Ethic.” However, coaching, counseling, mentoring, and trust among components and communities of practice require continued attention and steady improvement.

Background. During the Army Profession Campaign, CY 2011, two Army-wide surveys were designed by the Community of Practice for distribution to a random, stratified sample of Army professionals. Findings from these efforts to assess the “State of the Army Profession” -- after over a decade of continuous conflict -- resulted in several recommendations approved by the APLDF. Survey results also affirmed Army professionals’ support for periodic assessments to inform Senior Army Leaders on key issues associated with the Army as a profession and “Calling to Honorable Service.” (87% agreed or strongly agreed)

Accordingly, at the direction of the CG, TRADOC, Army Profession issues and essential elements of analysis were integrated within the Center for Army Leadership, Annual Survey of Army Leaders (CASAL). The report of these findings were included in CASAL Technical Reports, published in the spring of 2013 and 2014.

However, given the many broad areas of interest within the CASAL design, the APLDF determined that focused assessment of the Army Profession and the Army culture of trust warranted specific study. Accordingly, CASAP FY15 was designed, approved by CG, CAC, and distributed to a statistically sufficient, random, stratified sample of Soldiers in all components (PFC-COL) and the Army Civilian Corps (GS 7-15), 15 December 2014 through 30 January 2015 (SURVEY CONTROL NUMBER: U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES; DAPE-ARI-AO-15-04 RCS: MILPC-3).

The CASAP FY15 design and item lexicon reflect the doctrine of the Army Profession and the Army Ethic (ADRP 1, June 2015). Over 6,600 respondents provided their perspectives on issues associated with the theme of the FY15/16, America’s Army – Our Profession, “Living the Army Ethic,” *Why and How We Serve* (ALARACT: 189/2014; DTG: 291040Z JUL 14; TRANSMITTED BY USAITA ON BEHALF OF HQDA//DAMO-TR/G-37). The overall statistical confidence level in these findings is 95% with a confidence interval (CI) of plus or minus 1.2%.

Methodology. The scientific method was applied in survey construction, development, and testing. Scientific merit (affirmed by ARI) and Institutional Review Board determination (provided by CAC) were confirmed prior to assignment of the Army Survey Control number and initiation of survey testing and distribution.

Upon receipt of the on-line survey, respondents were invited to open a secure link with an introductory memorandum of explanation from Lieutenant General Robert B. Brown, Commanding General, Combined Arms Center (CAC):

“All of us, Soldiers and Army Civilians, are responsible Stewards of the Army Profession. Through our decisions and actions, we must continuously reinforce Trust with the American people and with each other. We are expected to take care of each other, our Army Family, and the resources we are provided to accomplish our missions. As an essential component of Stewardship, we continuously assess the *State of the Army Profession*.” (See Appendix A, figure A-1, page 87)

Accordingly, the intent for CASAP FY15 was to receive candid, confidential perspectives of Soldiers and Army Civilians. To provide their opinions, respondents read a statement and selected a response option on a five point scale ranging from strongly disagree through strongly agree. Each item also included “Not Applicable” (N/A). [Associated ordinal numbers are 1 through 5, excluding N/A.]

For each item on CASAP FY15 (N = 158) for which there is an institutionally desired response, when the percentage of replies (“agree or strongly agree”) are at or above 90%, the results are coded in Green. Results in the range of 80-89% are Amber. Results that are less than 80% are represented in Red. Where there is no institutionally desired response, the results are reported in Black (this condition applies to three items regarding “past loss of trust in one’s leader”).

Where the “desired” response is reversed (i.e., Strongly Disagree or Disagree), the color coding is applied accordingly (two survey items relating to: tension between loyalty to one’s unit versus doing what is right; and conflict between demands of duty and family/personal responsibilities) are in this category.

Analysis includes examination of differences within demographic categories, including communities of practice (Profession of Arms and Army Civilian Corps), components (Active, Army National Guard, Army Reserve), and gender. Where an item included in CASAP FY15 was also addressed in a prior Army Profession Campaign Survey (FY11/12) or a CASAL (FY12/13), the comparisons are included in these findings.

Each item in the survey reflects the respondent’s perspective (degree of agreement) on a statement regarding his or her: leader (immediate supervisor), subordinates, peers, identity, unit/organization, or dedication to the Army as a profession.

Essential elements of analysis include perceptions of: mutual trust (internal) – within the team/interpersonal, between Soldiers and Army Civilians, and among the components of the Army; trust (external) with the American people; shared professional identity; key tenets of Army Profession doctrine; and commitment to “live by and uphold the Army Ethic.”

Summary of Main Findings

Trust in Leader (Overall 82% agree or strongly agree, 27 Items)

Approximately 84% of respondents agree or strongly agree that their leader (immediate supervisor) “lives by and upholds the Army Ethic,” and that there is mutual trust between the leader and the subordinate. However, the percentage who agree or strongly agree that their leader is a “source of inspiration and motivation” is at 73%.

In this section, thirteen items address similar topics included in the FY11/12 Army Profession Surveys or the FY12/13 CASALs. In all cases, results are essentially unchanged or show movement in a positive direction. For example, regarding the important area of coaching and counseling, in Army Profession Survey II (FY12), about 55% of leaders were rated as providing helpful feedback and constructive advice on performance of duty. In contrast, on CASAP FY15, 70% of respondents agreed or strongly agreed that their leader (immediate supervisor) provides helpful coaching and counseling on duty performance.

Of interest is the finding regarding the principal cause of loss of trust in one’s leader (immediate supervisor). Results are evenly divided among a demonstrated lack of character, competence, or commitment -- alone or in some combination. This suggests that the nature of a leader’s failure to sustain trust may not be easily categorized or compartmentalized. This finding supports respondents’ agreement or strong agreement (98%) that trust is earned and strengthened through consistent demonstration of character, competence, and commitment (Army Profession certification criteria).

Trust in Subordinates (85%, 11 Items) and Peers (82%, 12 Items)

Overall, 87% of Soldiers and Army Civilians agreed or strongly agreed that they trust their subordinates; and 83% believe their subordinates “live by and uphold the Army Ethic.”

Perceptions of trust in peers and the belief they are living by and upholding the Army Ethic is slightly lower at 83% and 80%, respectively.

In this section, consisting of 23 items, there are five similar findings from one or more of the previous surveys. Again, observed changes are in a positive direction. For example, in CASAL FY14, 65% of respondents expressed “high or very high” levels of trust in their subordinates. On CASAP FY15, 88% agreed or strongly agreed they trusted their subordinates “to perform their duties with discipline and to standards.” However, there is insufficient data to constitute a “trend.” Further, the positive results may be attributed to deliberate rewording of the item or intentional differences in construction of the response scales.

Shared identity and commitment to the Army Profession (95%, 44 Items)

Respondents expressed agreement or strong agreement (95%) that they embrace their shared identity as *Trusted Army professionals* (Honorable Servants, Army Experts, Stewards).

They affirm commitment to: “lead by example” (97%); “live by and uphold the Army Ethic” (92%); accomplish the mission and perform duty – as a “calling to honorable service” (95%); accept risk in the performance of duty – demonstrate courage (98%); and to pursue lifelong learning and professional development (97%).

There are five items in this section where previous surveys addressed similar topics. In all cases the results remain very positive.

There are four items regarding identity, revealing small differences in response patterns between Soldiers and Army Civilians and three with differences between men and women. These results are consistent with the nature of the topic and wording of the items, providing some confidence in the validity of the findings -- evidence that respondents are reading the items and reflecting on their responses.

Regarding the likelihood of receiving mentoring or being a mentor for another, Soldiers are more likely than Army Civilians to report they have a mentor who helps them develop as an Army professional (64% of Soldiers and 41% of Army Civilians). Similarly, Soldiers are more likely to say they are serving as a mentor for another Army professional(s) (82% of Soldiers and 63% of Army Civilians). This finding suggests that effort is required to strengthen this important element of professional development and stewardship so that it is more widely available and practiced within the Army Profession.

Perceptions of Unit/Organization Mutual Trust and Cohesive Teamwork (78%, 19 Items)

In this section, four dimensions (groupings of related items) address perceptions that the unit or organization – as a team – exhibits Esprit de Corps and displays a “winning spirit” (81%); is focused on mission accomplishment – in the right way (79%); “lives by and upholds the Army Ethic” – builds mutual trust (79%); and provides mutual support (72%).

Overall, Soldiers and Army Civilians (78%), agreed or strongly agreed that Army customs, courtesies, and traditions are important within their unit or organization. Slightly more (82%) agreed or strongly agreed that in their unit or organization, collectively, they perform their duty with discipline and to standards. These results are a positive change from findings on previous surveys.

On two items addressing non-toleration of misconduct, unethical practices, or any violation of the Army Ethic, 77% of Soldiers and Army Civilians agreed or strongly agreed that in their unit or organization they do not tolerate misconduct or ethical violations.

There is meaningful perception of tension between “loyalty” to the team and doing what is “right” (48% agreed or strongly agreed). This result is the same for Soldiers and Army Civilians, regardless of gender.

Over half of respondents (53%) agreed or strongly agreed that demands of duty interfere with personal responsibilities to family or other obligations. Soldiers are more likely to express this perception than are Army Civilians; and men are more likely than women.

Army Profession Doctrine, Perceptions of Trust with the American People and among Communities of Practice/Components, and Certification (82%, 34 Items)

A substantive majority of Army professionals (94%) agreed or strongly agreed with key tenets of Army Profession doctrine regarding: internal trust (earned through consistent demonstration of character, competence, and commitment – and essential to accomplish the mission); the Army is a profession; and stewardship is a shared responsibility of all Soldiers and Army Civilians.

Army professionals express agreement or strong agreement that their professional loyalty is to the Constitution (98%). They are committed to honoring the bond of trust between the Army and the American people (97%). They understand that condoning unethical practices will compromise external trust (96%); and they know that earning the trust of the people requires that the Army demonstrate its essential characteristics as it accomplishes its missions (90%). However, there is meaningful difference between Army professionals' shared understanding of and commitment to these ideals and their expressed confidence that the Army Profession will live up to them. There is also indication that internal trust between Soldiers and Army Civilians and Soldiers among the components is in need of strengthening.

A significant majority agreed or strongly agreed that the Army Profession has the responsibility to professionally develop Soldiers and Army Civilians in character, competence, and commitment. However, there is much less support for the view that the Army Profession is successful in developing (68%) and certifying (63%) its members as *Trusted Army professionals*.

Conclusion

Soldiers and Army Civilians embrace their shared identity as *Trusted Army professionals* and express their commitment to “live by and uphold the Army Ethic” in accomplishing the mission, performing their duty, and in all aspects of life. They are committed to strengthening the essential bond of trust with the American people and to reinforcing internal trust by demonstrating their character, competence, and commitment.

However, they perceive a need for the Army Profession to strengthen trust, both externally and internally. Coaching, counseling, and mentoring – key to professional development and stewardship -- also require continued attention and steady improvement. Certification, a doctrinal responsibility of the Army Profession, deserves attention and strengthening to earn the confidence of both Soldiers and Army Civilians.

These findings support and confirm perceptions of senior Army Leaders as discussed at the Secretary of the Army and Chief of Staff of the Army, Army Profession Annual Symposium, 27-28 July 2015, held at West Point, NY.

They substantiate the need to achieve the vision of the “Not In My Squad” initiative, as announced by the Sergeant Major of the Army, to strengthen mutual trust in cohesive teams.

CAPE Annual Survey of the Army Profession FY 2015

They provide focus for training and education supporting the America's Army – Our Profession, program, both for FY 16 "Living the Army Ethic," *Why and How We Serve*; and in the future.

They also affirm the importance of moving forward with the Army Profession and Leader Development Forum approved initiative to articulate a concept and doctrine for Character Development and Professional certification.

This technical report is available on the Center for the Army Profession and Ethic (CAPE) website www.cape.army.mil.

CASAP FY15 Technical Report

As part of the continuing effort to assess the state of the Army Profession, the Commanding General, Combined Arms Command, Training and Doctrine Command, approved the Center for the Army Profession and Ethic (CAPE) Annual Survey of the Army Profession (CASAP) FY15 (DAPE-ARI-AO-15-04, RCS: MILPC-3).

Background

During the Army Profession Campaign (APC), CY11, two Army-wide surveys were distributed to a random, stratified sample of Army professionals. Findings from those assessments resulted in several recommendations intended to reinforce the Army as a profession within a culture of trust. In the ensuing two years, a select set of Army Profession issues were included within the Center for Army Leadership (CAL), Annual Survey of Army Leaders (CASAL FY13 and FY14). In FY15, as follow-on to the APC effort, and the recurring responsibility to assess the “State of the Army Profession,” the Army Profession and Leader Development Forum directed a focused assessment of the Army Profession based on the FY15/16 America’s Army – Our Profession theme, “Living the Army Ethic,” *Why and How We Serve* (ALARACT 189/2014; DTG 291040Z JUL 14) (figure 1).

- **Army Profession campaign surveys issued in spring FY11 (APC I) and Fall FY12 (APC II).**
- **Army Profession items integrated within CASAL* FY13 and FY14.**
- **By agreement, efforts to assess the state of leader development and the Army Profession were conducted separately in FY15 (CASAL and CASAP)***

*CASAL = CAL Annual Survey of Army Leaders
CASAP = CAPE Annual Survey of the Army Profession

Figure 1. CASAP FY15, background

In his introductory Memorandum to Army professionals selected to participate in CASAP FY15, Lieutenant General Robert B. Brown, Commanding General, CAC, wrote:

“All of us, Soldiers and Army Civilians, are responsible Stewards of the Army Profession. Through our decisions and actions, we must continuously reinforce Trust with the American people and with each other. We are expected to take care of each other, our Army Family, and the resources we are provided to accomplish our missions. As an essential component of Stewardship, we continuously assess the *State of the Army Profession*.” (See appendix A, figure A-1, page 87)

Accordingly, CASAP FY15 is designed to gain the candid, confidential perspectives of Soldiers and Army Civilians regarding the essential characteristics of the Army Profession and their shared identity as *Trusted Army Professionals* (ADRP 1, *The Army Profession*).

The survey was distributed by Army Research Institute (ARI) to a statistically sufficient, stratified sample of Soldiers (PFC-COL) and Army Civilians (GS 7-15) beginning on 15 December 2014 and ending on 30 January 2015. As indicated below (figure 2), results from CASAP FY15 are representative of the general population with confidence level of 95% and confidence interval (CI) of plus or minus 1.2%.

- **CASAP FY15 was distributed by ARI from 15 Dec 14 thru 30 Jan 15 to approximately 121,000 Army professionals:**
 - **Soldiers (PFC - COL) - all components**
 - **Army Civilian Corps (GS7 – GS15)**
- **Over 6,600 respondents (Response Rate = 5.5%) provided an overall statistical confidence level of 95% with a confidence interval (CI) of +/- 1.2%.**

Army Profession	2014 Population for Survey	Sample Size	Number of Respondents	Response Rate	Confidence Level 95% CI (+/-)
Profession of Arms	942,468	111,884	4,611	4%	1.4%
Army Civilian Corps	137,444	9,340	2,062	22%	2.1%
Total AP	1,079,912	121,224	6,673	5.5%	1.2%

Figure 2. CASAP FY15, sample size, response, and confidence level and interval

The complete sampling plan and response data are provided at appendix A, (figure A-2, page 88).

Methodology

Principal findings are presented as the percentage of respondents on each item (N = 158), who selected one of five options on a Likert Scale ranging from Strongly Disagree (SD) through Strongly Agree (SA). Each item also included a “Not Applicable” (N/A) option. Associated ordinal numbers ranged from 1 through 5, excluding Not Applicable (N/A), (table 1).

Table 1. Likert Scale

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A
1	2	3	4	5	

As illustrated below (figure 3), where the percentage of respondents selecting agree or strongly agree is at or above 90%, the results are coded in Green. Results in the range of 80-89% are Amber. Results that are less than 80% are represented in Red. Where there is no institutionally desired response, the results are reported in Black (this condition applies to three items regarding “past loss of trust in one’s leader”) (figure 8 & table 2, page 18). Where the “desired” response is reversed (i.e., Strongly Disagree or Disagree), the color coding is applied accordingly (two survey items relating to tension between “loyalty” to one’s unit versus doing what is “right” and conflict between demands of “duty” and family/personal responsibilities are in this category (figure 59, page 64).

Analysis of the data includes examination of differences within demographic categories; specifically Communities of Practice (Profession of Arms (PoA) and Army Civilian Corps (ACC)), Components (Active, Army Reserve, National Guard), Rank or Grade, and Gender. As noted on the graphic (figure 3), items

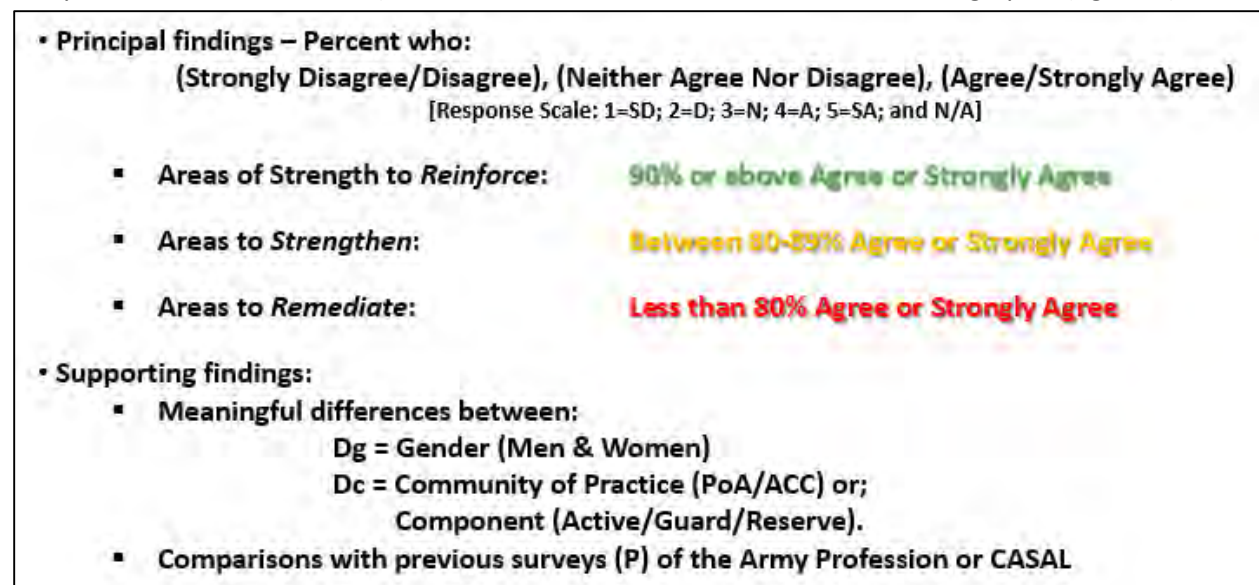


Figure 3. CASAP FY15, Findings

where meaningful differences exist are annotated as (Dg) for Gender and (Dc) for Community of Practice. The index of “effect size” for differences in the response patterns is *Cohen’s d* (see appendix B, figure B-1 (page 97) for an explanation and interpretation). Where an issue addressed by an item on CASAP FY15 was also included on the APC Surveys or the FY 13 or FY14 CASAL, the prior findings are noted and displayed within this report (annotated as (Pn)).

Items are grouped within logical sets based on their common theme, confirmed by correlation or *Cronbach’s Alpha* (see appendix B, figure B-2, page 98). The item associations are also explored through *Factor Analysis* (see appendix B, figure B-3, page 99 for a discussion of this statistical procedure).

Findings from CASAP FY15 provide insights concerning the FY15/16, America’s Army – Our Profession Theme, “Living the Army Ethic,” *Why and How We Serve* (ALARACT 189/2014 DTG: 2904 JUL 14). Survey results address the perceived state of trust in one’s leader (direct supervisor), peers, and subordinates. Results also address shared professional identity (*Trusted Army Professionals*) and mutual trust and cohesion within units and organizations. Finally, CASAP FY15 provides insights regarding understanding of, appreciation for, and acceptance of key Army Profession doctrinal tenets and concepts (figure 6).

- **Primarily focused on *Living by and Upholding the Army Ethic*;**
- **Addressed respondents’ perceptions of their:**
 - Leader (Immediate Supervisor)
 - Subordinates
 - Peers
 - Identity/Self
 - Unit/Organization
 - The Army Profession

Figure 6. CASAP FY15, organization of discussion

Description of Findings

Leader: Overall perceptions of one's leader (immediate supervisor) are depicted below (figure 7). Note that, as reported by respondents, when reflecting on why they may have lost trust in a leader in the past, it was not always clear that a single factor was the principal cause. However, respondents confirm that lost trust was due to a demonstrated lack of character, or competence, or commitment -- or some combination of the Army Profession certification criteria (figure 8). This finding is proportionally consistent with results from the APC Survey II.

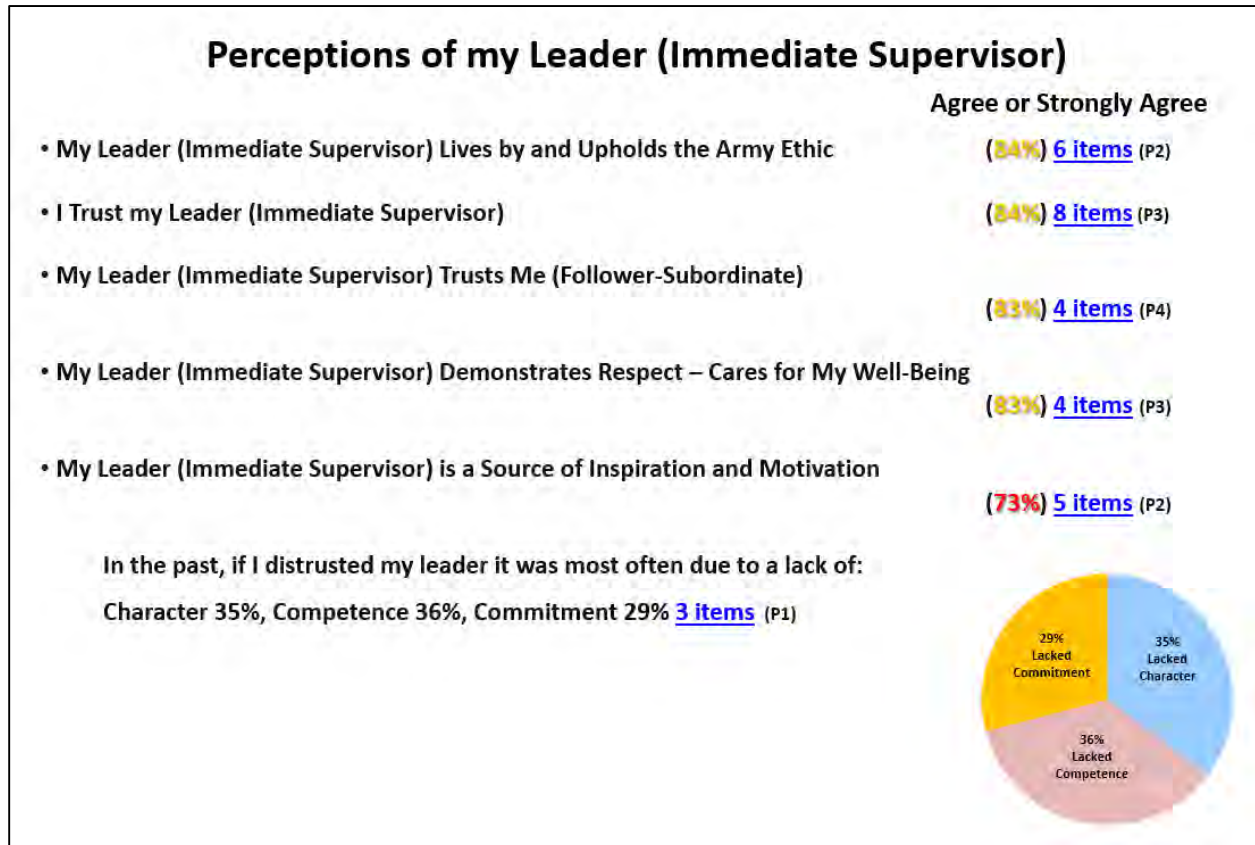


Figure 7. CASAP FY15, perceptions of my Leader

Each dimension described above is illustrated in the graphics (figures 8 through 18), below. Those items for which there is a “predecessor” from a previous survey are annotated with (Pn), indicating the number of times the item was included in an earlier survey. Where there are meaningful differences (as measured by *Cohen’s d*) between Community of Practice (Profession of Arms (Soldiers) and Army Civilian Corps (Army Civilians)) or between men and women, these results are annotated with (Dc or Dg), respectively. Overall, these results are amber; however an area requiring specific attention and remediation is respondents’ perception of their leader (immediate supervisor) as a source of inspiration and motivation.

Results displayed below (figure 8) show the relative frequency where a lack of demonstrated character, competence or commitment resulted in loss of trust in one's leader. The actual and normalized results are shown below (table 2).

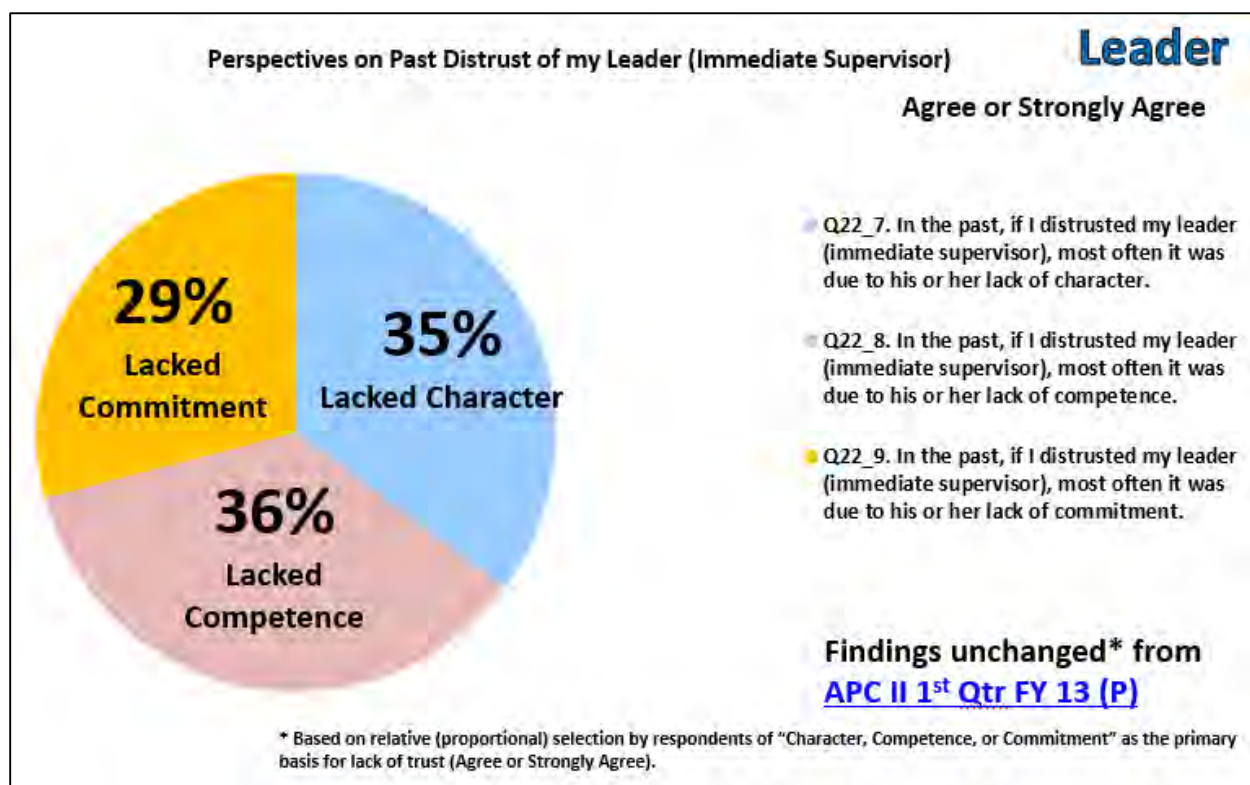


Figure 8. CASAP FY15, perspectives on past distrust of leader

Table 2. CASAP FY15, *actual* and *normalized* A+SA results

Leader - Distrust	SD+D	N	A+SA <i>Actual</i>	Mean	StD	#	# A+SA	% <i>Norm</i>
CASAP 1st Qtr FY 2015								
Q22_7. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of character.	14%	17%	70%	3.83	1.11	5770	4028	35%
Q22_8. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of competence.	14%	16%	70%	3.82	1.09	5795	4083	36%
Q22_9. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of commitment.	18%	24%	58%	3.56	1.11	5755	3323	29%
							11434	100%

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These results support the doctrinal precept that each of the Army Profession certification criteria are essential for trust. Failure to consistently demonstrate these qualities compromises mutual trust.

Items displayed below (figure 9) relate to perceptions that one's leader (immediate supervisor) "lives by and upholds the Army Ethic." The average distribution of responses on the six items in this group is illustrated on the "pie graphic" imbedded below. Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .955

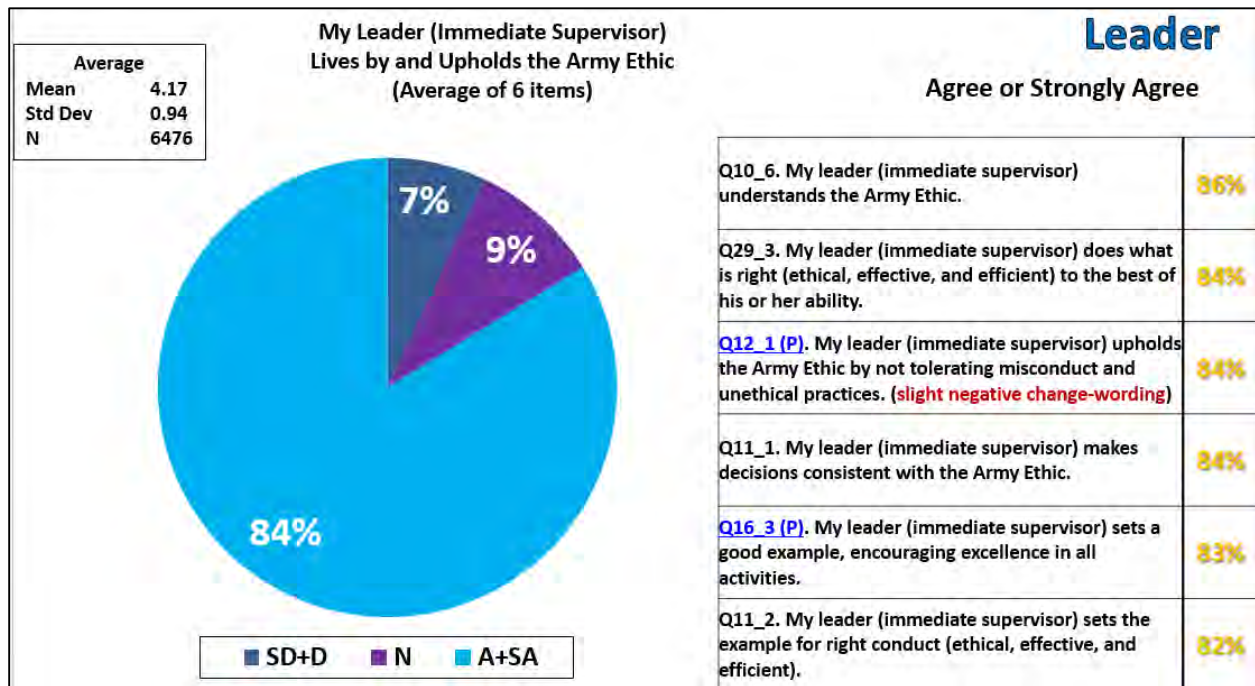


Figure 9. CASAP FY15, perspective that leader lives by and upholds the Army Ethic

On average, 84% of respondents agree or strongly agree that their leader (immediate supervisor) "lives by and upholds the Army Ethic" – as evidenced by their decisions and actions. Conversely, approximately 16% of subordinates are either unsure, disagree or strongly disagree. Since these items are all highly correlated ($r = .71$ through $.91$), a rating on any one infers a similar rating on the others. Therefore, when respondents perceive that their leader (immediate supervisor) understands the Army Ethic, they are also very likely to perceive that the leader does what is right, sets a good example, and does not tolerate misconduct. For illustration, of those who agreed or strongly agreed that their leader understands the Army Ethic (Q10_6), 92% also perceived that their leader does what is right to the best of his or her ability (Q29_3). Conversely, when respondents did not agree or strongly agree that their leader understands the Army Ethic, only 32% perceived that their leader "does what is right...."

Within the “lives by and upholds the Army Ethic” dimension are two items that were previously asked on earlier surveys. The survey, date, wording of the item, and the response scale (if different from CASAP FY15) are displayed within the graphic below (figure 10). The results do not represent longitudinal trends. However, they show differences in findings that may be attributable to changes in the environment (culture) or policies and practices. In some cases, the rewording of the item itself or the nature of the response scale may have caused observed differences in the response pattern.

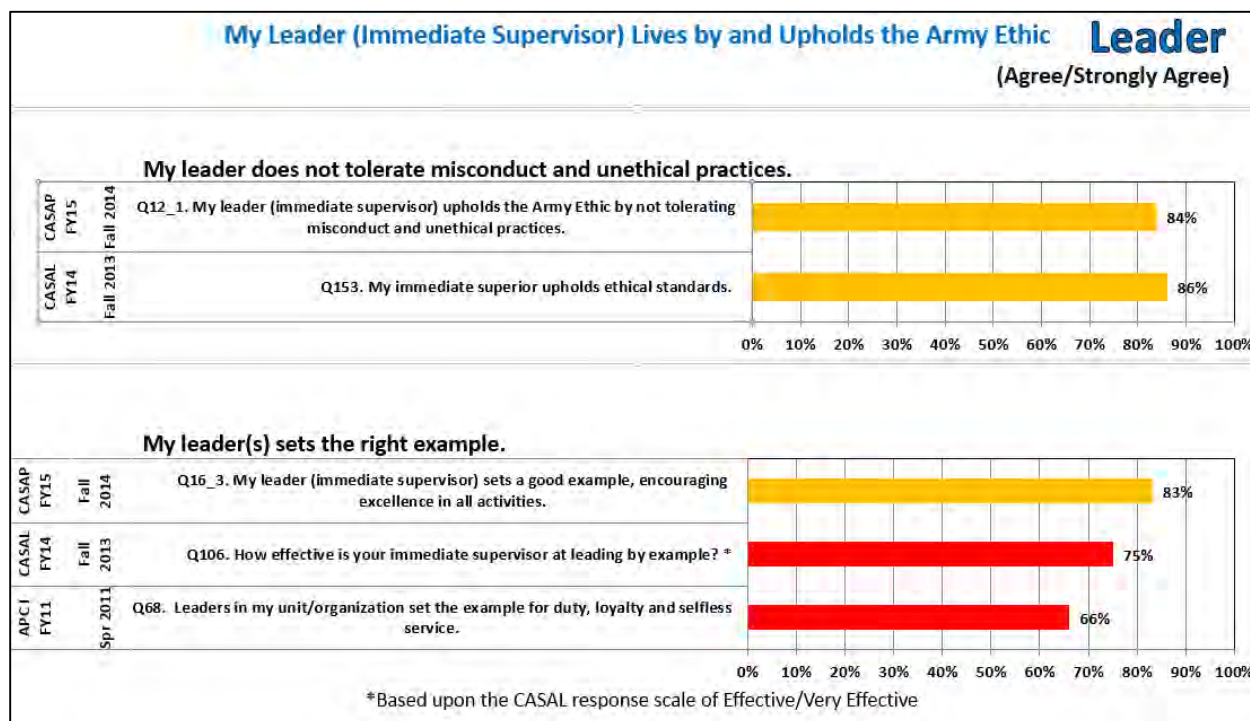


Figure 10. CASAP FY15, predecessor items regarding leader lives by and upholds the Army Ethic

The comparison between CASAP FY15 and CASAL FY14 regarding upholding the Army Ethic (demonstrating non-tolerance of misconduct and maintaining ethical standards) illustrates a difference that may be attributable to rewording of the item. In any case, the difference is small, suggesting no meaningful change in the results.

Changes in perceptions of one’s leader setting a good example by encouraging excellence are positive. However, the items are worded differently (although addressing a similar issue) and are on a different response scale (in the case of CASAL FY14).

Items displayed below (figure 11) relate to perceptions of trust in one's leader (immediate supervisor). The average distribution of responses on the eight items in this group is depicted on the "pie graphic" imbedded below. Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .976

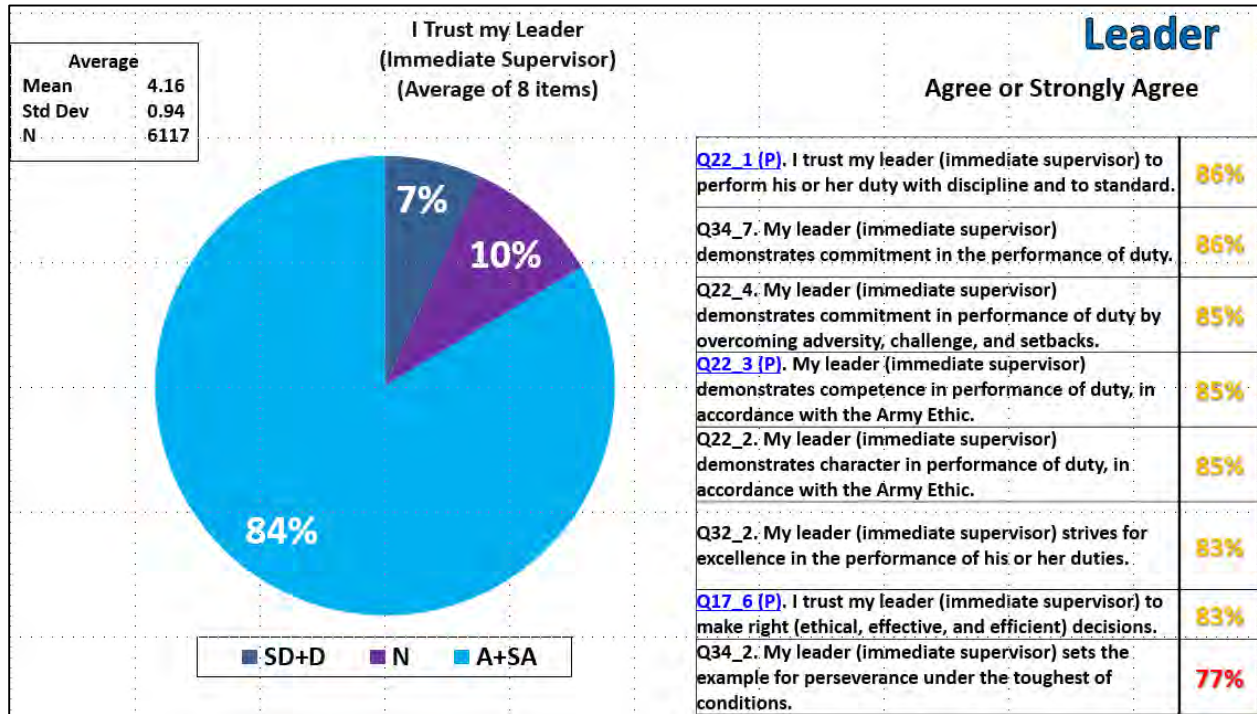


Figure 11. CASAP FY15, perception of trust in leader

Respondents' trust in their leader, item Q22_1 and Q17_6, is related to perceptions of their character (Q22_2), competence (Q22_3), and commitment (Q22_4, Q34_7, Q34_2); and trust is also associated with perception that the leader strives for excellence (Q32_2). The correlations among these items is high (ranging between .78 and .93). As an illustration of this finding, if a leader is not perceived as setting the example for perseverance (Q34_2), that leader is also far less likely to be perceived as worthy of trust (Q22_1 and Q17_6). While 84% of respondents agree or strongly agree that their leaders are trusted, when respondents do not agree or strongly agree that their leader sets the example for "perseverance under the toughest conditions," only 48% rate their leader as worthy of trust. These observations support the doctrinal precept that trust in one's leader depends on demonstration of character, competence, and commitment.

Items for which there were similar results from prior surveys are shown below (figure 12).

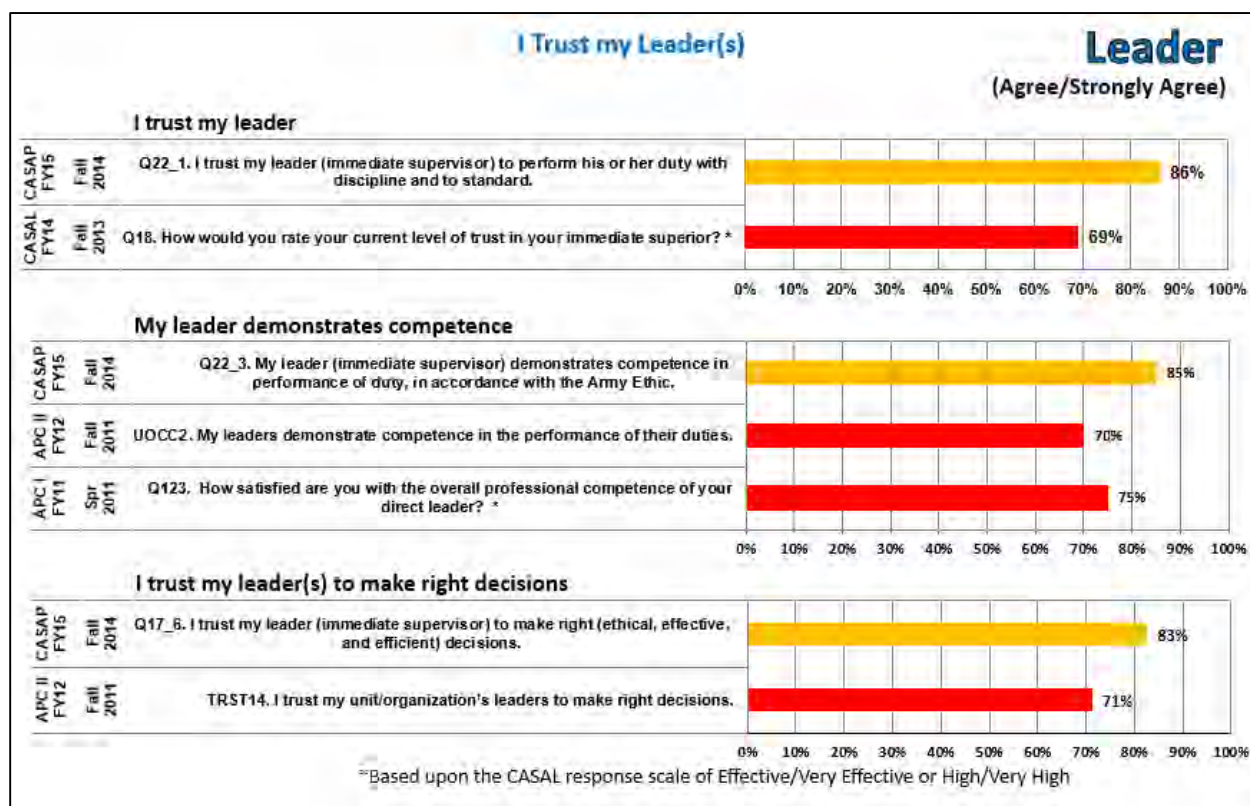


Figure 12. CASAP FY15, predecessor items, trust in leader

These results are in the desired direction. However, as noted previously, they do not constitute a “trend.” The differences may be due to changes in the wording of the item or the construction of the response scale. In the future, items that are identified as candidates for establishing trends will be repeated with a consistent scale. Nonetheless, it is encouraging to see positive change regarding trust in one’s leader and confidence in his or her competence to perform assigned duty with discipline and to standard, in accordance with the Army Ethic.

Items displayed below (figure 13) relate to perceptions of being trusted by one's leader (immediate supervisor). The average distribution of responses on the four items in this group is depicted in the "pie graphic" imbedded below. Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .919

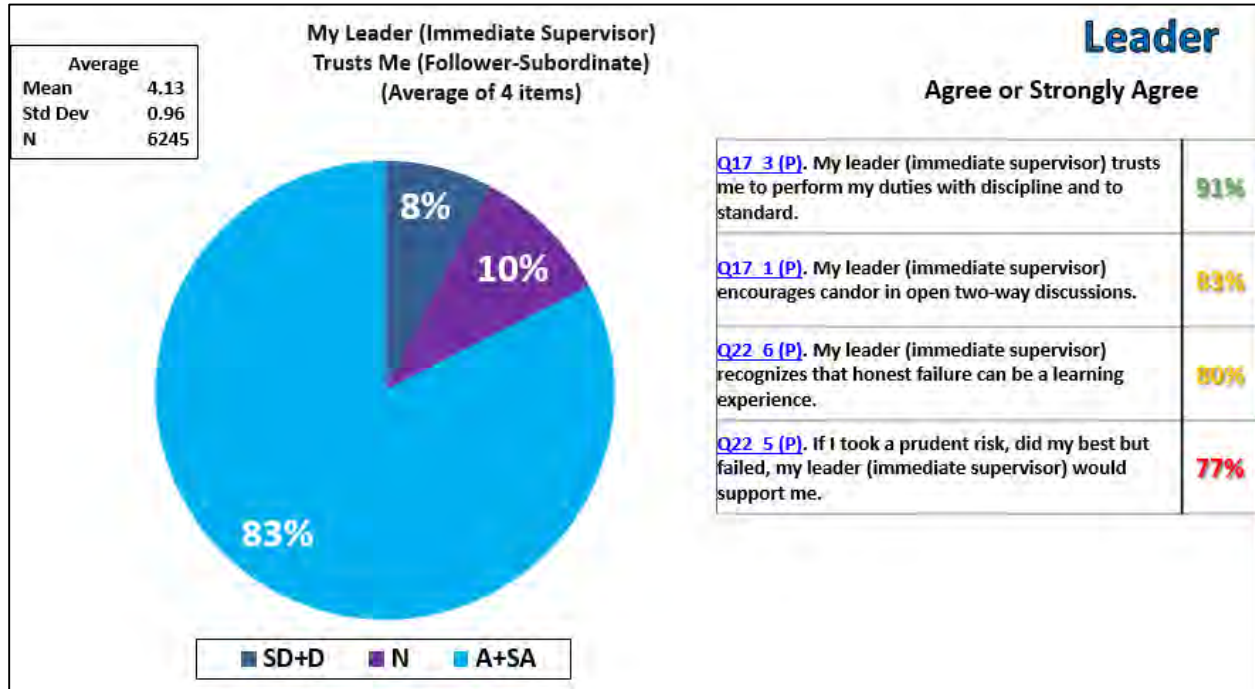


Figure 13. CASAP FY15, perception of leader's trust in follower-subordinate

Mutual trust is essential for mission command. Respondents agree or strongly agree (91%) that their leader trusts them to perform their duties with discipline and to standard. However, there is less agreement regarding the leaders' willingness to encourage candor and to understand that accepting prudent risk means that the desired outcome is not guaranteed. The ability to learn from setbacks and to support subordinates whose best efforts are not always successful is attendant to exercising disciplined initiative and to accepting prudent risk.

Items for which there were similar results from prior surveys are shown below (figure 14).

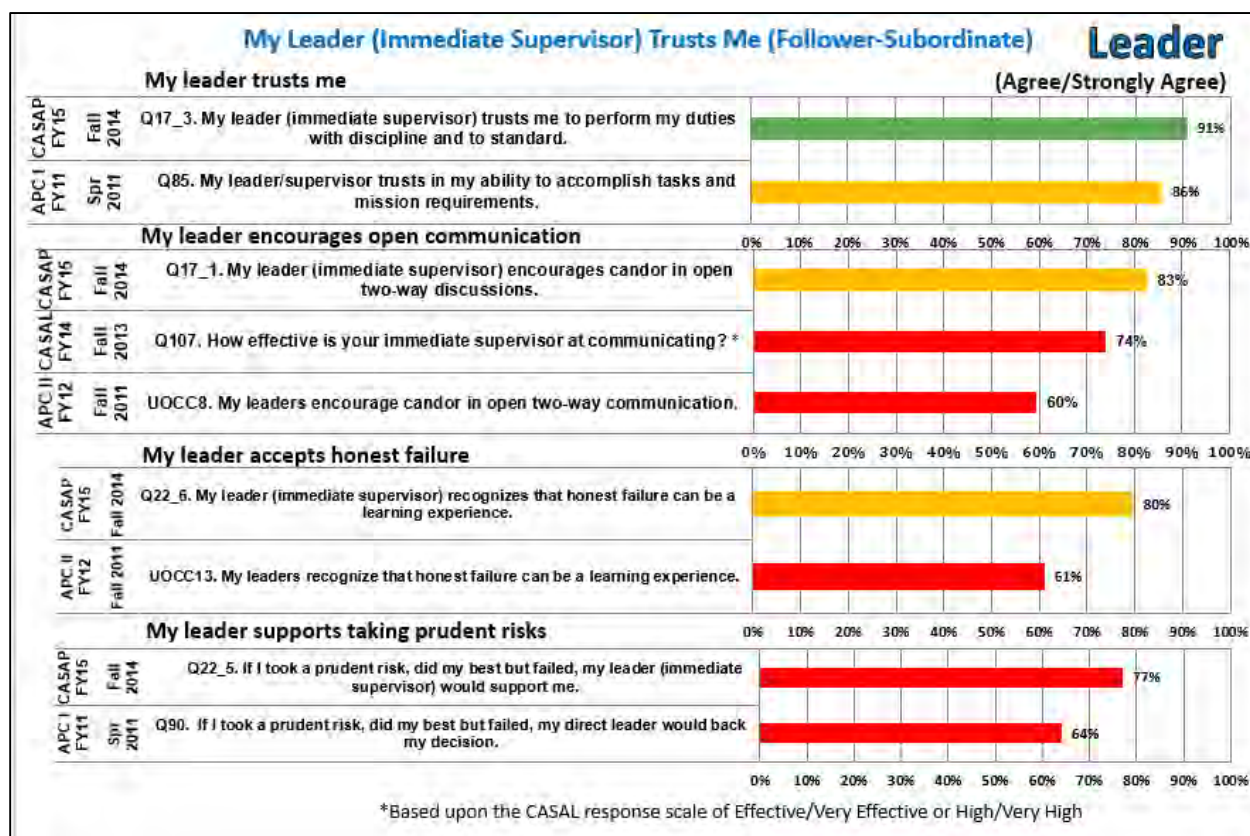


Figure 14. CASAP FY15, predecessor items of leader's trust in follower-subordinate

These positive changes in results suggest that key indicators of mission command are increasingly evident in the operational environment. However, rephrasing of the items on the different surveys may be a factor, as well. Nonetheless, these findings should be reinforced as leaders take responsibility for developing subordinates by encouraging candor and applying lessons-learned to improve both collective (team) and individual performance in accomplishing the mission.

Items displayed below (figure 15) relate to perceptions that one's leader (immediate supervisor) demonstrates respect and cares for the well-being of the respondent (subordinate). The average distribution of responses on the four items in this group is depicted in the "pie graphic" imbedded below. Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .937

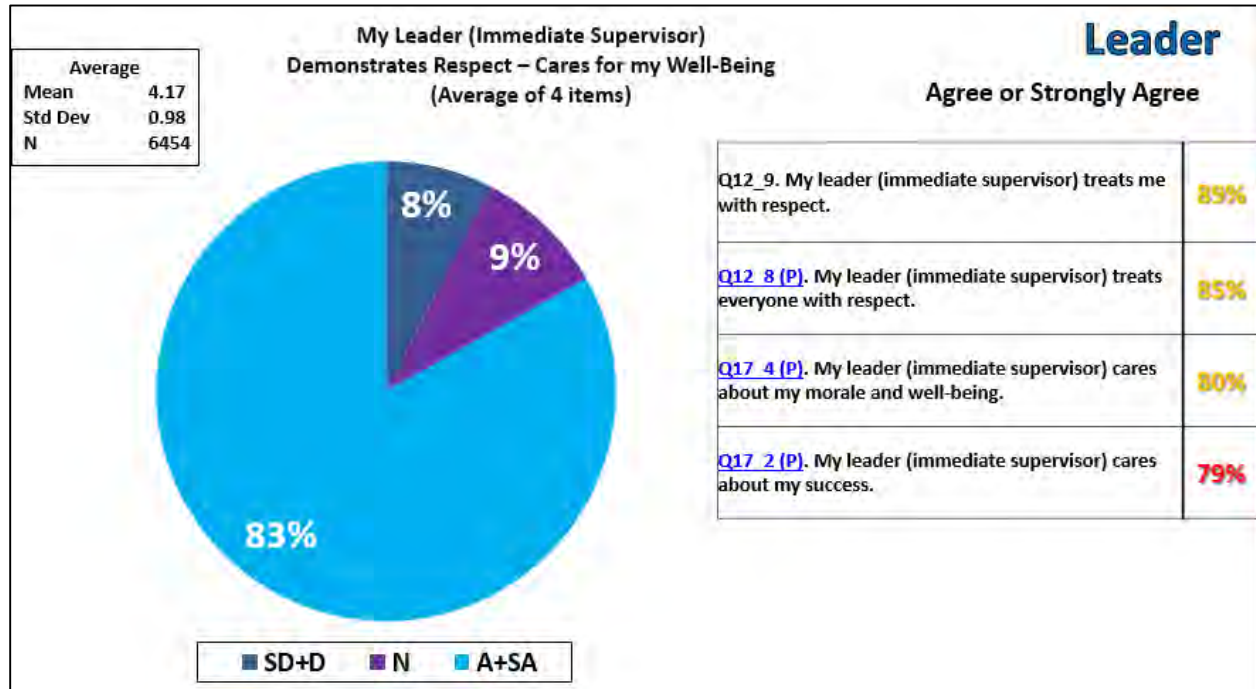


Figure 15. CASAP FY15, perception of leader demonstrating care and respect

Perceptions that one's leader demonstrates respect for the respondent and for others affects individual morale and the climate within the unit or organization. These results suggest that 10-20% of leaders are not demonstrating respect for their subordinates or giving the impression that they understand their success depends on the success of their subordinates. These results can be strengthened as leaders provide and willingly accept coaching, counseling, and mentoring.

Items for which there were similar results from prior surveys are shown below (figure 16).

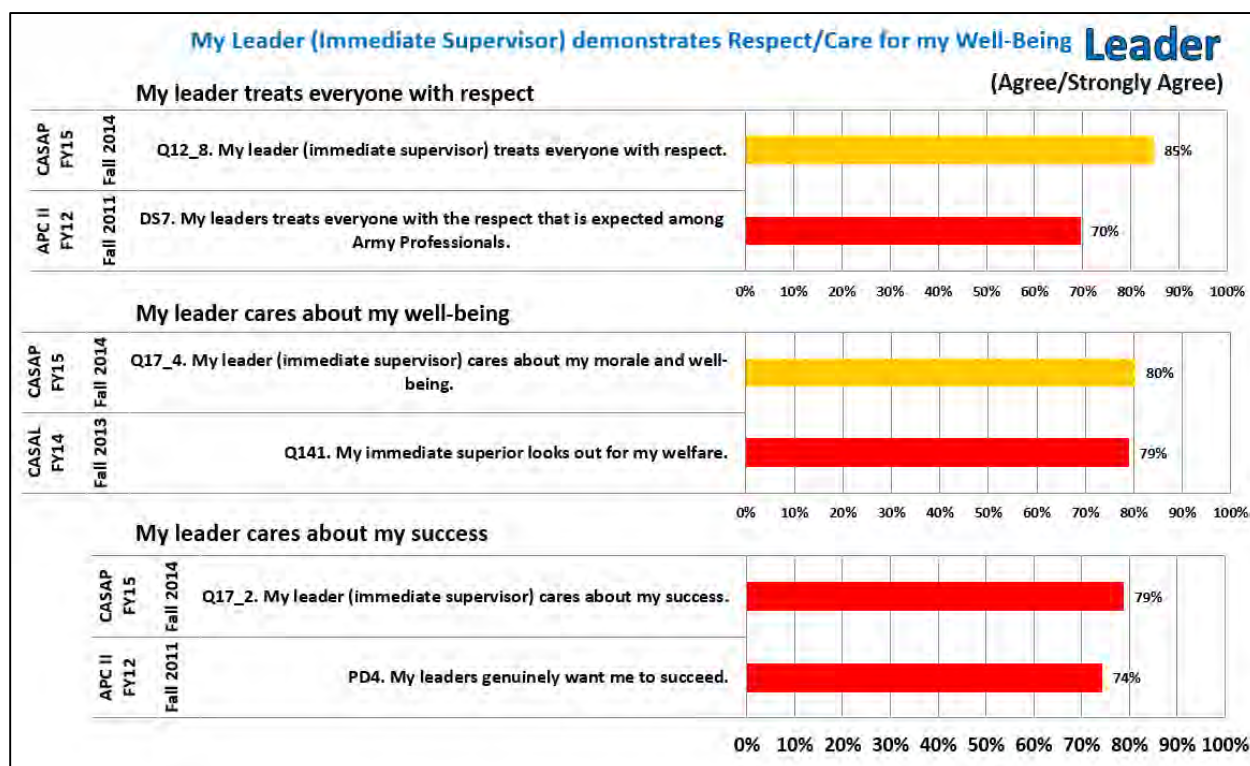


Figure 16. CASAP FY15, predecessor items leader demonstrating care and respect

The difference in the percentage of respondents who agree or strongly agree that their leader treats everyone with respect is positive and noteworthy. While variation in the wording of the item may account for some of the change (70% to 85%), all efforts to improve this finding should continue. In addition, perceptions regarding the leaders' concern for the well-being and success of subordinates require attention as over 20% of respondents do not agree with these items. As *Trusted Army Professionals*, leaders must demonstrate respect and empathy for all members of the team. This is essential to developing mutual trust and cohesive teamwork.

Items displayed below (figure 17) relate to perceptions that one's leader (immediate supervisor) is a source of inspiration and motivation. The average distribution of responses on the five items in this group is depicted in the imbedded "pie graphic." Also displayed are the average (mean score, 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .954

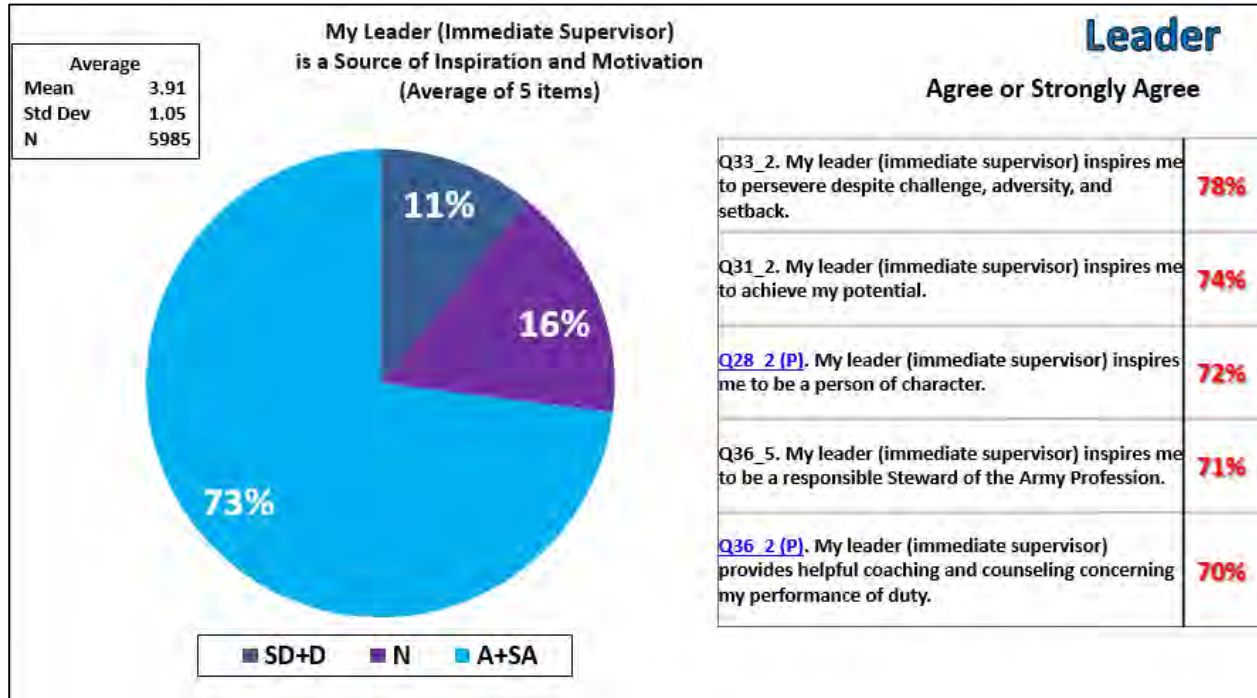


Figure 17. CASAP FY15, perception that leader is inspiring and motivating

Results on each of these items require attention and remediation. It is noteworthy that between 22%-30% of leaders are not perceived as being an inspiring influence regarding development in character, competence (potential), and commitment (perseverance). As stewards of the Army Profession, leaders must contribute to the development of subordinates, providing coaching, counseling, mentoring – and inspiration.

Results for the two items with similar finding on previous surveys are shown below (figure 18).

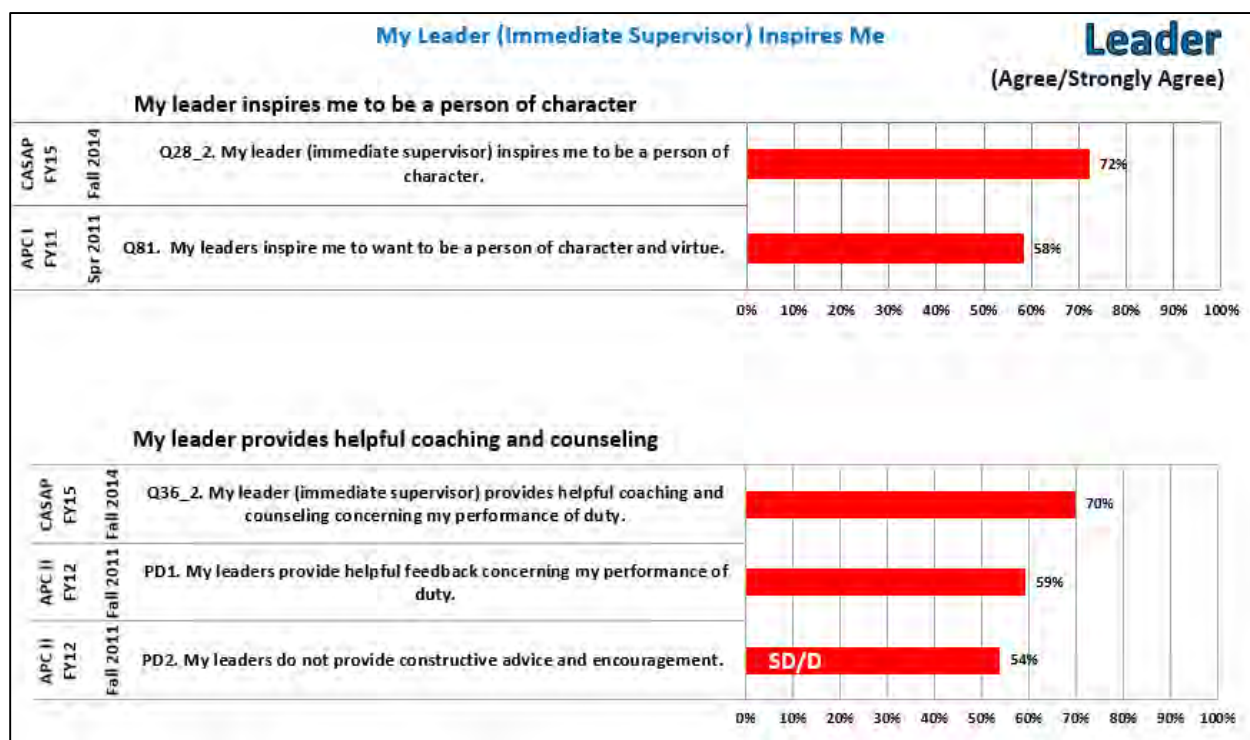


Figure 18. CASAP FY15 predecessor items, leader is inspiring and motivating

It is encouraging that these observed differences are in the desired direction. However, as noted previously, some portion of the differences may be due to rewording of the item or change to the response scale. Nonetheless, efforts to strengthen these findings should continue. Leaders should actively offer and accept coaching, counseling, and mentoring. In the process, they can inspire their subordinates to develop in character (and competence and commitment).

Subordinates and Peers: Overall perceptions of one’s subordinates and peers are depicted below (figure 19). There are two dimensions for each, one relating to interpersonal trust and the other to confidence that subordinates/peers “live by and uphold the Army Ethic.”

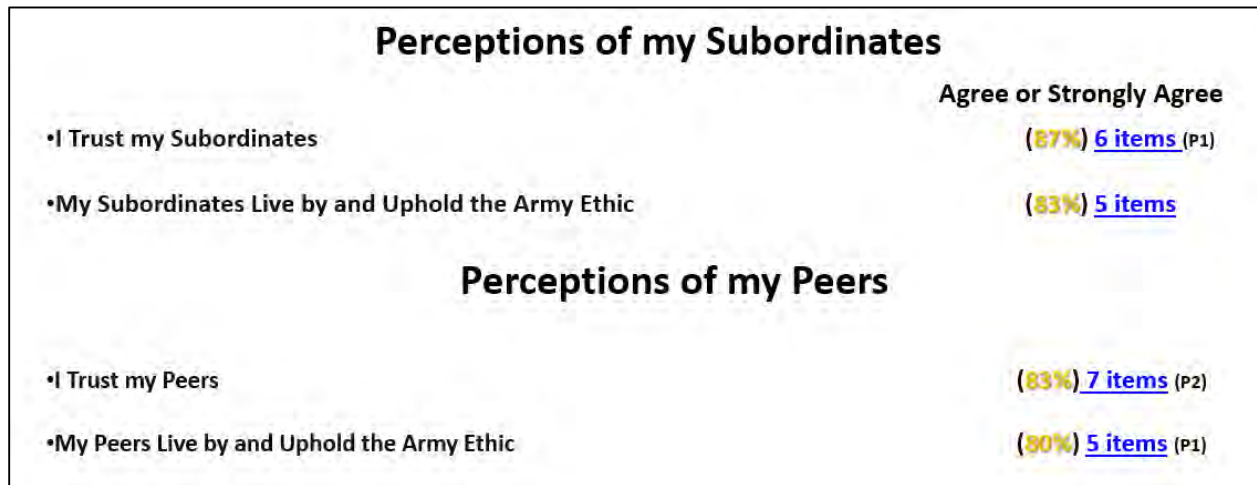


Figure 19. CASAP FY15, perceptions of subordinates and peers

These results confirm Army professionals’ agreement or strong agreement with the doctrinal tenet that mutual trust is earned and reinforced through consistent demonstration of character, competence, and commitment. Leaders’ trust in subordinates is strongly related to these Army Profession certification criteria and the same finding applies to respondents’ trust in their peers. Agreement that one’s subordinates and peers “live by and uphold the Army Ethic” is associated with perceptions that they consistently do what is “right,” set a good example, strive for excellence, and treat others with respect.

Items displayed below (figure 20) relate to perceptions of trust in one's subordinates. The average distribution of responses on the six items in this group is depicted on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .945

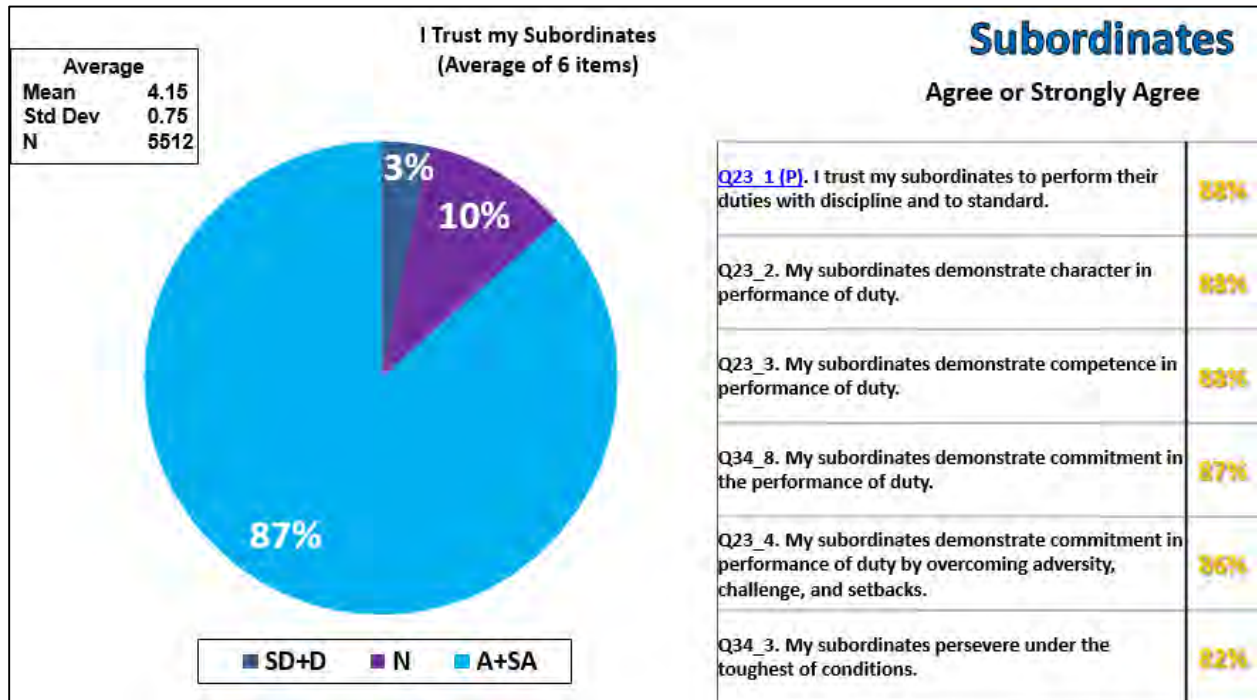


Figure 20. CASAP FY15, perceptions of trust in subordinates

The single item for which there was a similar finding in the CASAL FY14 is shown below (figure 21).

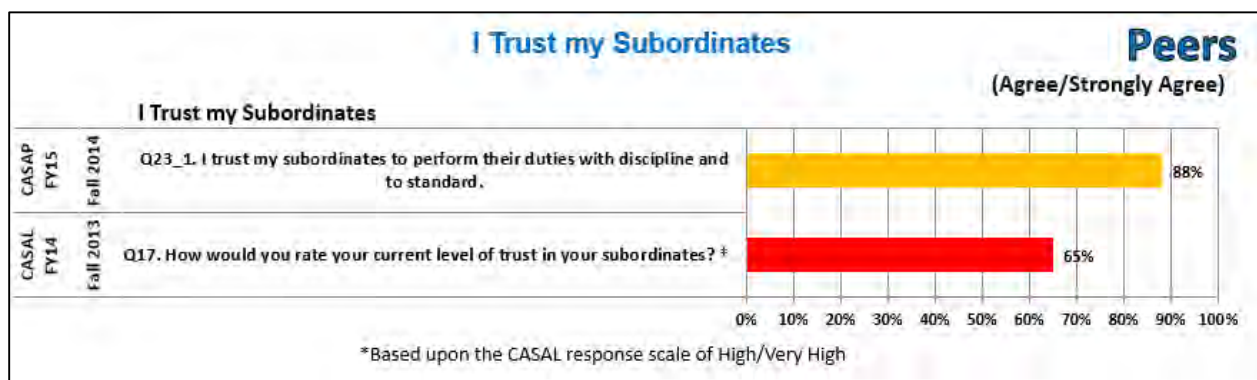


Figure 21. CASAP FY15, predecessor item for trust in subordinates

This positive change may be due to rewording of the item. However, it is encouraging; and efforts to strengthen this finding should continue. Trust in subordinates can be reinforced through education, training, and operational experience -- developing their character, competence, and commitment. Leaders should also provide and willingly accept coaching, counseling, and mentoring.

Items displayed below (figure 22) relate to perceptions that one's subordinates "live by and uphold the Army Ethic." The average distribution of responses on the five items in this group is depicted in the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .888

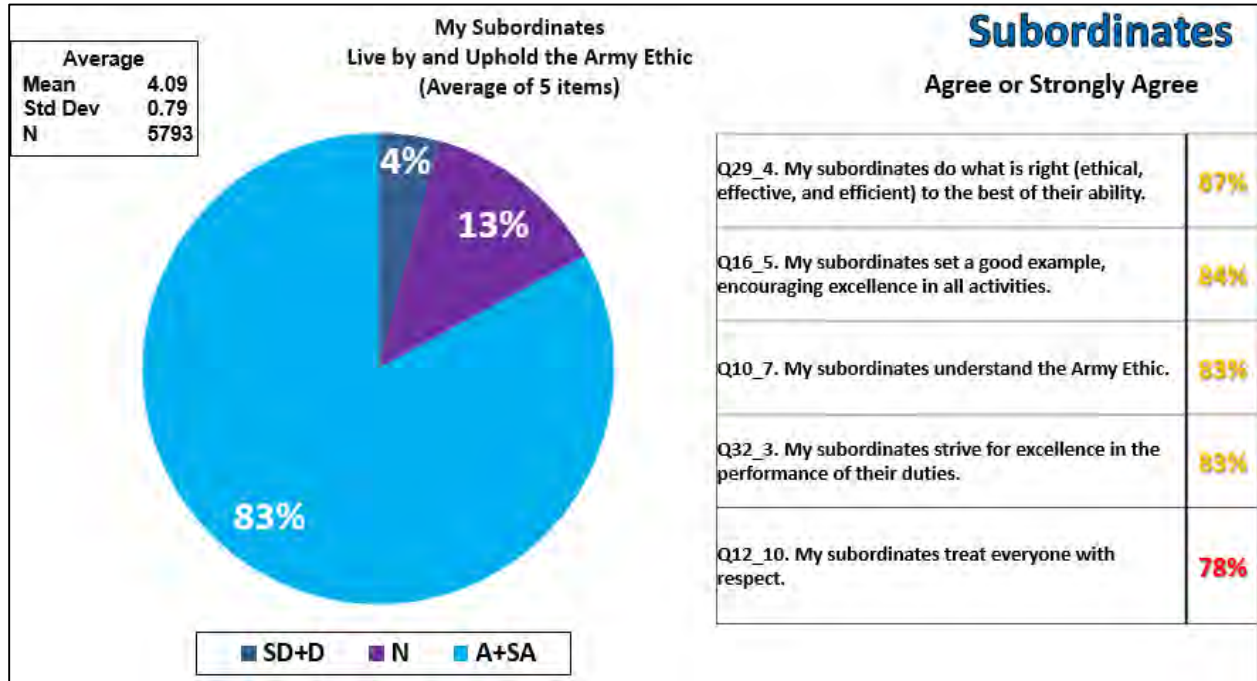


Figure 22. CASAP FY15, subordinates live by and uphold the Army Ethic

These results highlight the imperative that leaders set the example and inspire subordinates to embrace the moral principles of the Army Ethic, demonstrating through their decisions and actions that they are committed to doing what is right. Respect, an Army Value, is the recognition that all people are of intrinsic dignity and worth. This principle must be upheld in accomplishment of the mission, performance of duty, and in every aspect of life. By demonstrating respect for all, mutual trust and cohesion are strengthened within the team.

Items displayed below (figure 23) relate to perceptions of trust in one's peers. The average distribution of responses on the seven items in this group is depicted in the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .954

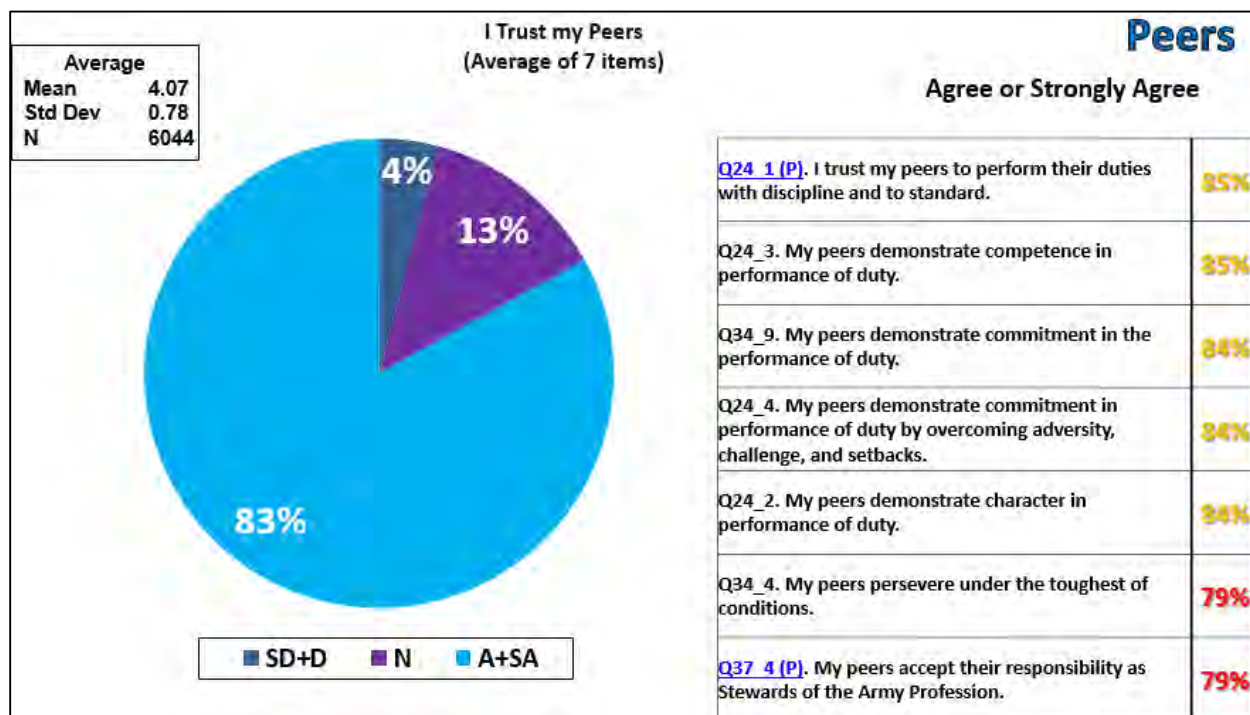


Figure 23. CASAP FY15, trust in peers

As with trust in one's leader and in subordinates, trust in peers is related to respondents' perceptions of their character, competence, and commitment. Each Army professional can contribute to developing trust in peers by setting the example, striving for excellence, and by offering constructive coaching, counseling, and mentoring. As members of cohesive teams Army professionals are responsible to contribute honorable service, demonstrate expertise in performance of duty, and to be faithful stewards of the people and other resources entrusted to them by the American people.

Two Items for which there were similar results from prior surveys are shown below (figure 24).

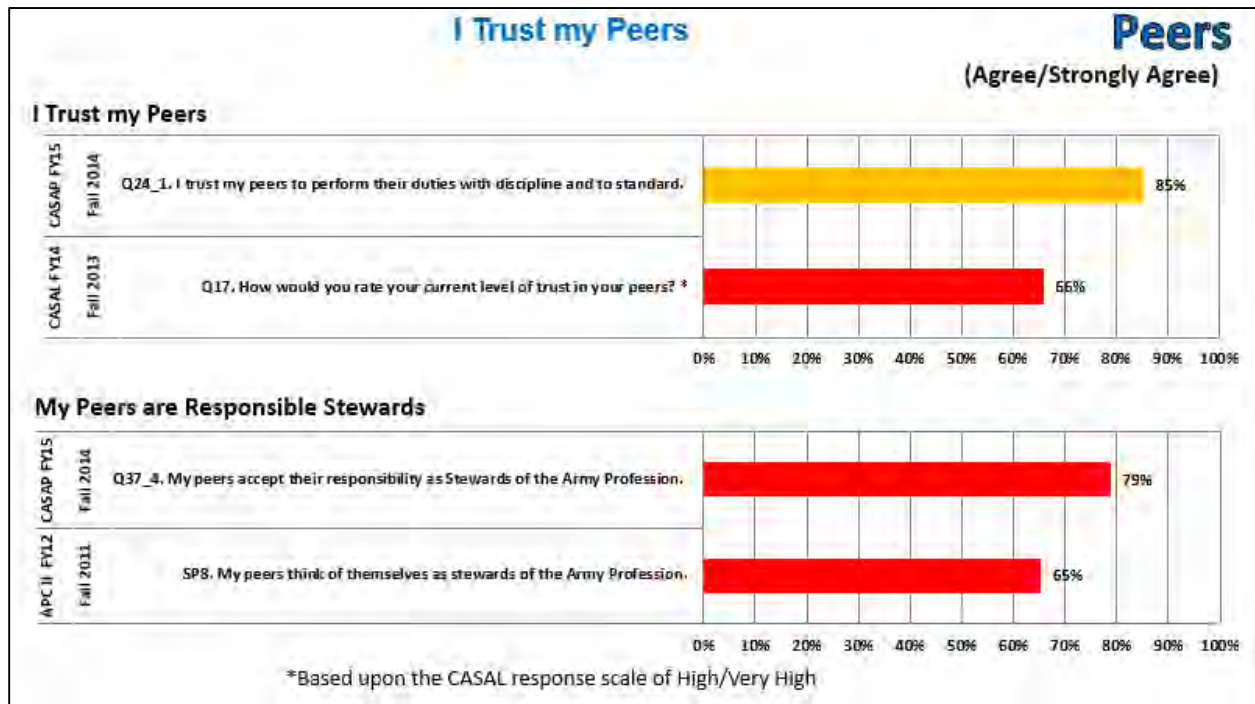


Figure 24. CASAP FY15, predecessor items, trust in peers

These positive changes in the percentage of respondents who agree with the item must be reinforced at all levels of leadership. Trust in peers and perceptions of their willingness to fulfill their roles as responsible stewards of the Army Profession are affected by inspirational leadership and coaching, counseling, and mentoring.

Items displayed below (figure 25) relate to perceptions that one's peers "live by and uphold the Army Ethic." The average distribution of responses on the five items in this group is depicted on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .901

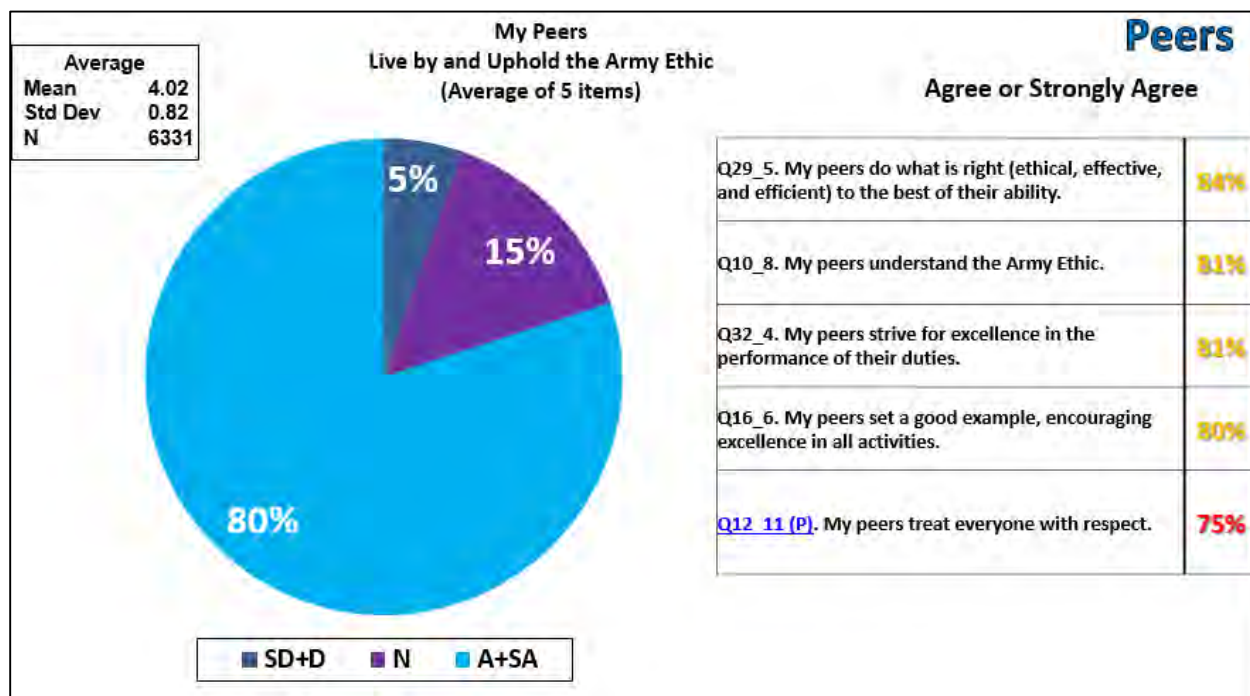


Figure 25. CASAP FY15, perceptions that peers live by and uphold the Army Ethic

The single item for which there was a similar, previous finding (from Army Profession Campaign Survey II, Fall 2011) is shown below (figure 26).

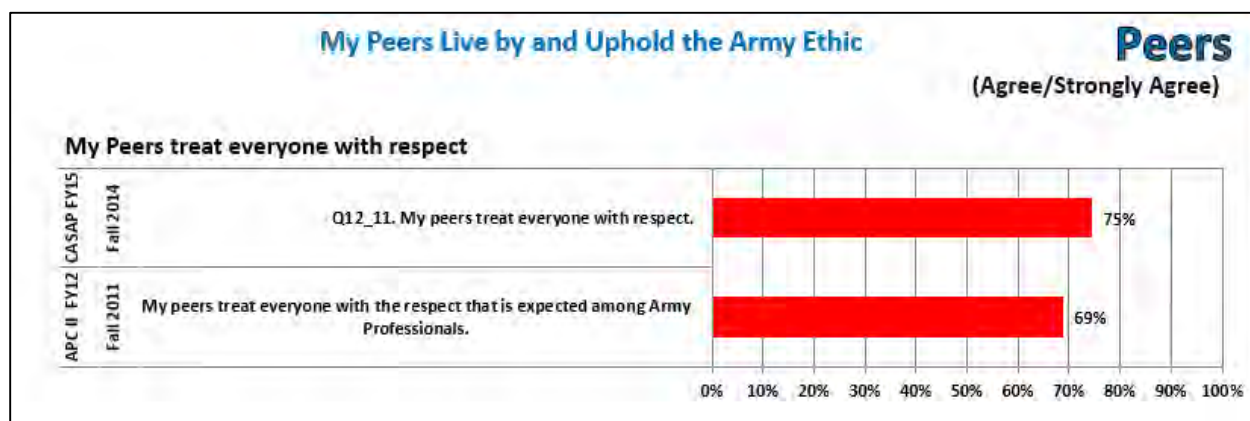


Figure 26. CASAP FY15, predecessor item for peers treating others with respect

This positive change must be reinforced in order to enhance mutual trust and cohesive teamwork. All Army professionals must treat all people with the respect they deserve by virtue of their intrinsic dignity and worth.

Identity/Self: Responses to items related to perceptions of one’s identity and sense of purpose are depicted below (figure 27). There are six dimensions assessing expressed commitment to: courage and duty; professional development and lifelong learning; leading by example; mission and “Calling to Honorable Service;” shared Identity as *Trusted Army Professionals*; and to “live by and uphold the Army Ethic.”

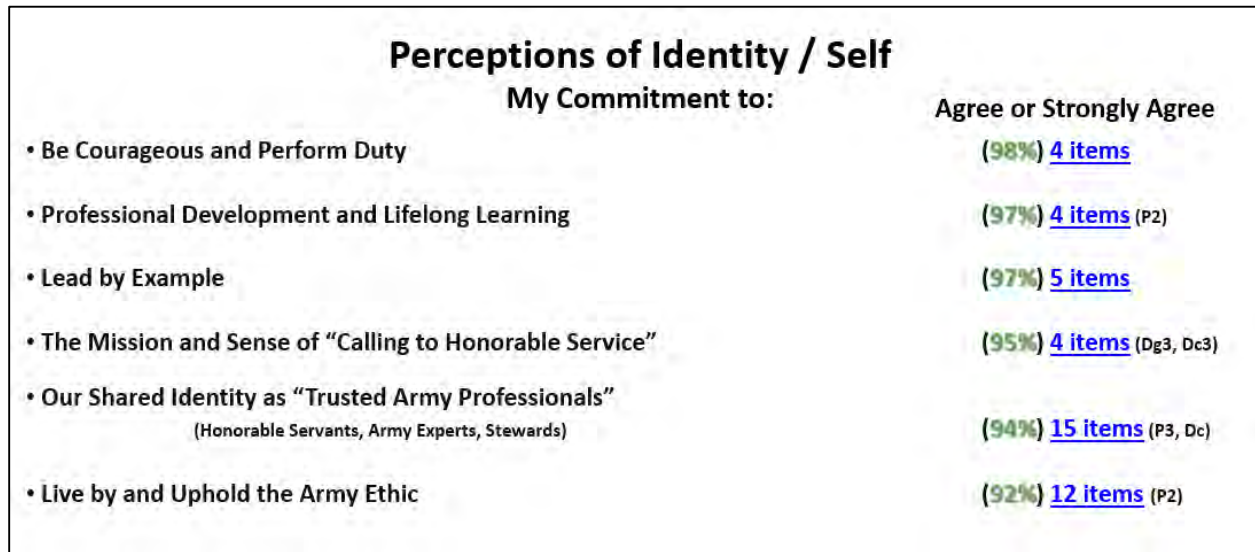


Figure 27. CASAP FY15, shared professional identity and commitment

These results confirm that Soldiers and Army Civilians perceive themselves as *Trusted Army Professionals*. They express their willingness to be courageous in the performance of duty and to do what is right despite risk, adversity, and fear. They express their commitment to continuing professional development in character, competence, and commitment. They believe they must set the right example and they are trying to do so. Army professionals see their work as a “Calling to Honorable Service” and understand their duty may require justly taking the lives of others and putting their own life at risk. Both Soldiers and Army Civilians perceive themselves as honorable servants in defense of the Nation, Army experts in the performance of duty, and responsible stewards of the people and other resources entrusted to their care. Overwhelmingly, Army professionals express their commitment to “live by and uphold the Army Ethic.”

Mentorship is a responsibility of stewardship (our duty to strengthen the Army as a profession and to care for the people, other resources, and the profession entrusted to us by the American people). Providing and accepting mentoring cannot be “required” – the relationship between the mentor and the one being mentored is voluntary and will only succeed based on mutual trust and respect. In this light, Army professionals must be willing and able to offer and receive this important contributor to professional development.

The differences in the response patterns for Soldiers and Army Civilians are considered to be meaningful (medium), as measured by *Cohen’s d* below (figures 28, 29, 30).



Figure 28. CASAP FY15, mentoring and mentorship

These findings reveal that a significant proportion of both Soldiers and Army Civilians are not receiving or providing the benefits attendant to a mentoring relationship.

Soldiers are more likely than Army Civilians to report that they have a mentor who helps them develop as an Army professional. However, both communities of practice should strengthen this important aspect of self-development and responsibility of Stewardship within the Army Profession (figure 29).

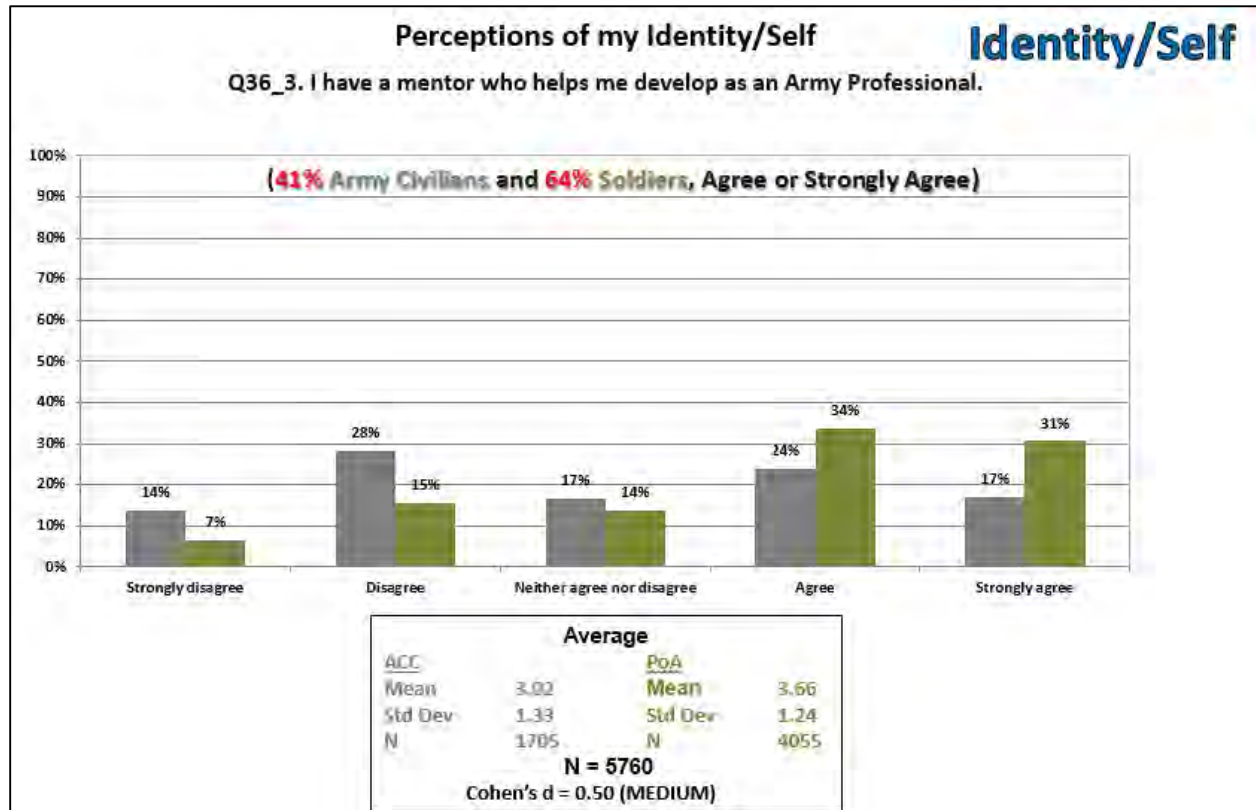


Figure 29. CASAP FY15, differences in receiving mentorship

Soldiers report that they have a mentor (64%) at a higher rate than Army Civilians (41%). This finding suggests that both communities of practice must take steps to increase the opportunities for finding and engaging in a mentoring relationship. The art of mentoring can be taught within professional military education and in the civilian education system. In addition, Army professionals must be encouraged to reach out to prospective mentors in an effort to establish meaningful and lasting mentoring relationships.

Soldiers are more likely than Army Civilians to report that they are serving as a mentor for another Army professional(s). However, both communities of practice should strive to strengthen this important contribution to the development of others, a responsibility of Stewardship, within the Army Profession (figure 30).

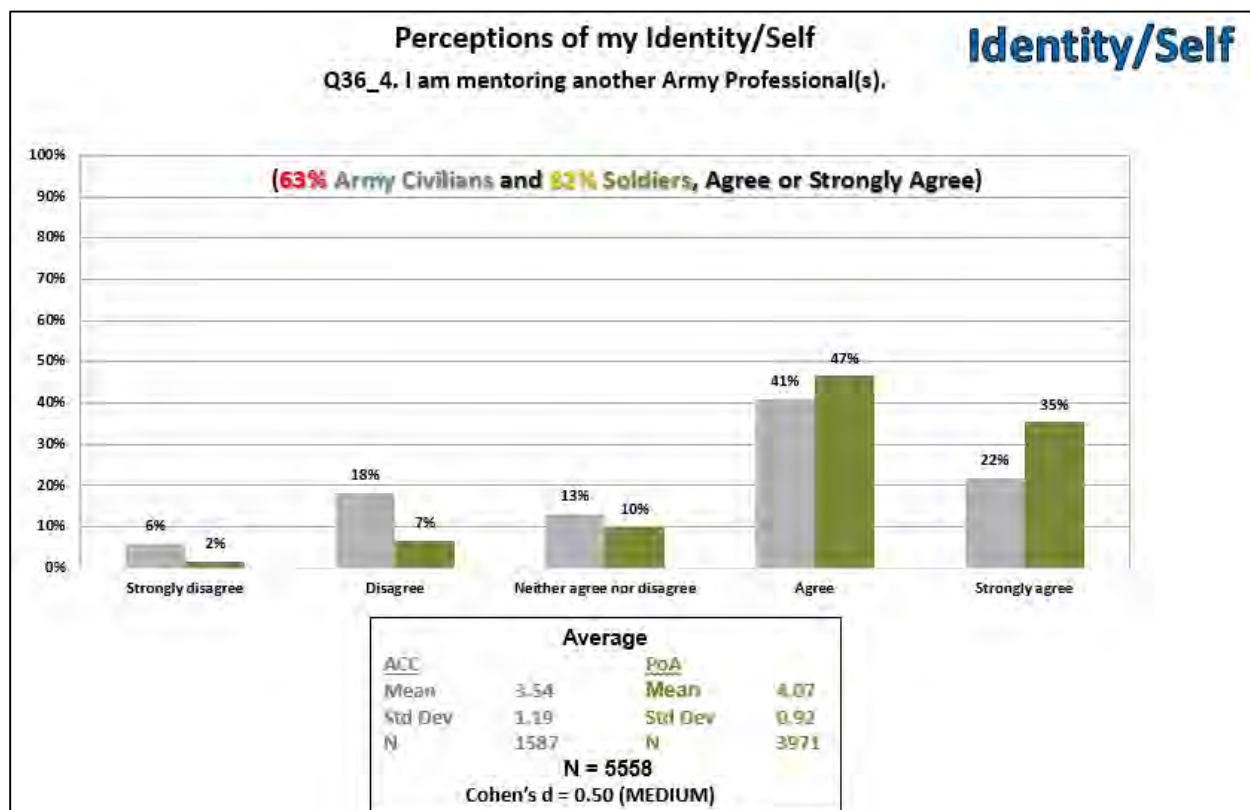


Figure 30. CASAP FY15, differences in providing mentorship

A significant majority of Soldiers (82%) and Army Civilians (63%) agree or strongly agree they are serving as a mentor for another Army professional(s). These results contrast with the lower percentages that perceive they are receiving effective mentorship (figure 29). This disparity may be explained by the informal nature of a mentoring relationship. That is, the mentors may believe they are providing mentorship, while the individuals they are assisting may not recognize the interaction as “mentorship.” This possibility suggests that those who are reaching out to others as mentors may consider discussing the relationship with the individual(s) and explain their purpose in offering advice, encouragement, and support. In this way, both will develop a shared understanding of what is intended and hoped for in the relationship – strengthening mutual trust and respect.

Items displayed below (figure 31) are self-assessments of the respondent's willingness to be courageous and perform duty with discipline and to standard. The average distribution of responses on the four items in this group is depicted on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .819

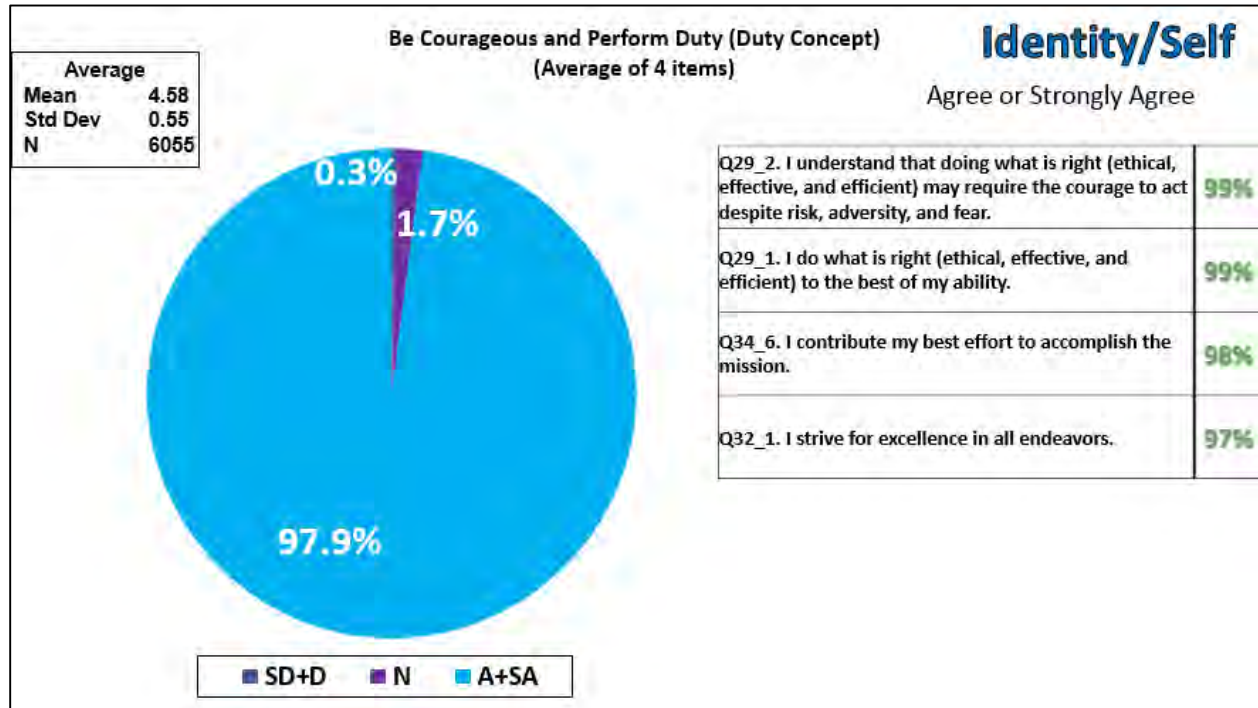


Figure 31. CASAP FY15, courage and duty concept

Recognizing that it may require courage to accept risk, endure adversity, and overcome fear in order to do what is right does not equate to acting accordingly. However, it is encouraging that essentially all Army professionals express agreement or strong agreement with this observation. Further, self-assessment of one's actions in terms of doing what is right, contributing one's best efforts to accomplish the mission, and striving for excellence may be biased or exaggerated. However, it is noteworthy that essentially all Army professionals agree or strongly agree that they practice these virtues.

Items displayed below (figure 32) are self-assessments of commitment to professional development and lifelong learning. The average distribution of responses on the four items in this group is depicted on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach’s Alpha* = .869

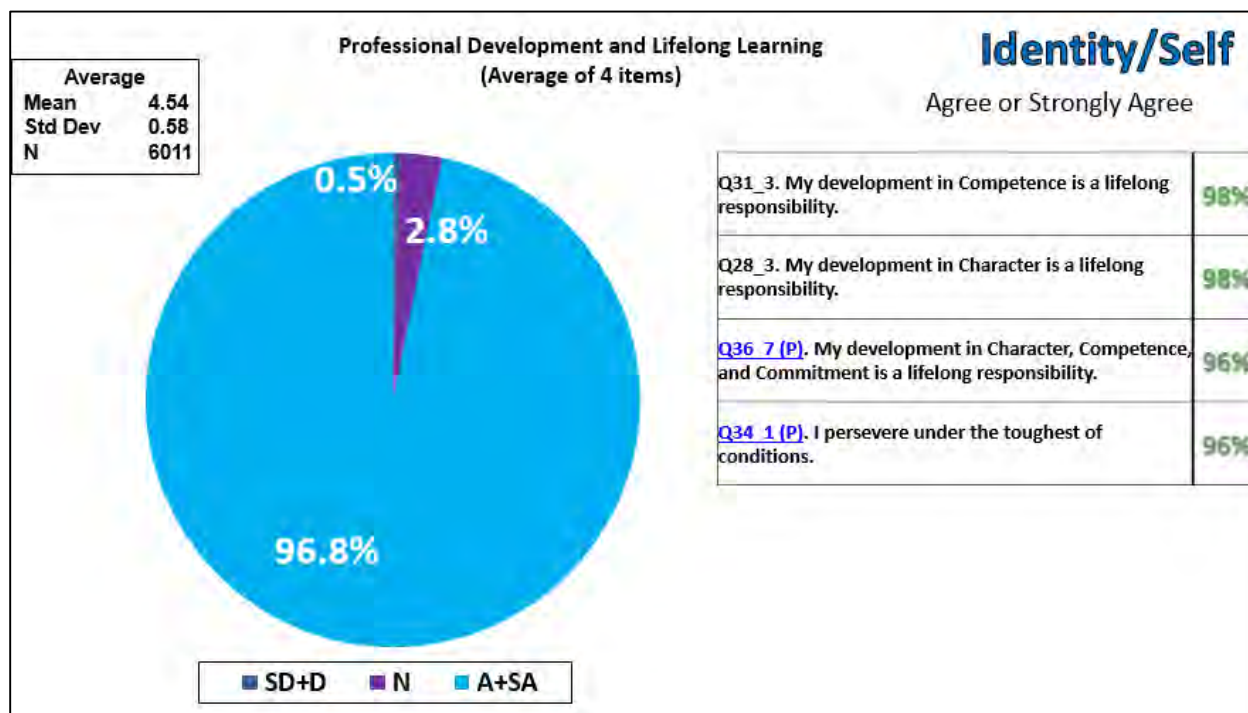


Figure 32. CASAP FY15, professional development

These results confirm that Army professionals agree or strongly agree that their professional development in character, competence, and commitment is a lifelong responsibility. These self-reported perceptions do not denote that individuals, in partnership with the institutional and operational Army, are taking the necessary steps (through education, training, and experience) to continuously improve. However, the understanding that one should seek to improve and develop is a necessary condition for consciously committing and investing the time and effort to do so. The Army Profession also has the responsibility to provide appropriate opportunity, through its policies, programs, and systems, to offer education, training, and assignments in a timely and effective manner to enable individuals to progress in their professional development and certification in character, competence, and commitment. Contrast these findings with those in figure 70 (page 76), figure 72 (page 78), and figure 74 (page 80) – where respondents express less confidence in the ability of the Army Profession to successfully develop and certify Soldiers and Army Civilians.

The two items for which there were previous, similar findings from earlier surveys are shown in contrast to the CASAP FY15 results, below (figure 33).

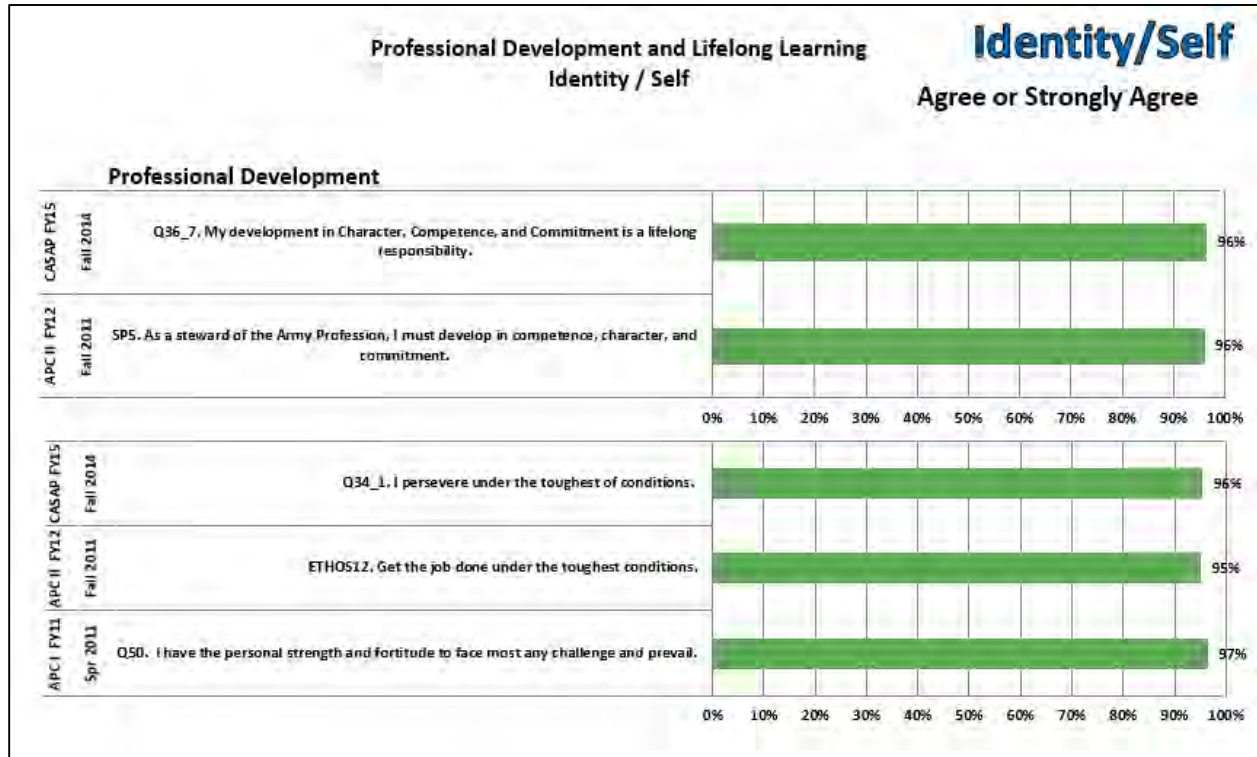


Figure 33. CASAP FY15, predecessor items, professional development

These results are consistently high and insensitive to variations in the wording of the item. While there is little room for improvement in these findings, it is good that they are stable and represent, from the perspective of the “State of the Army Profession,” a desired outcome. Army professionals maintain the perspective that they have a responsibility to develop professionally throughout their careers and they must have commitment (resolve) and resilience (ability) in order to perform their duty in the presence of challenge and adversity.

Items displayed below (figure 34) are self-assessments of one's commitment to "Lead by Example." The average distribution of responses on the five items in this group is depicted on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach's Alpha* = .885

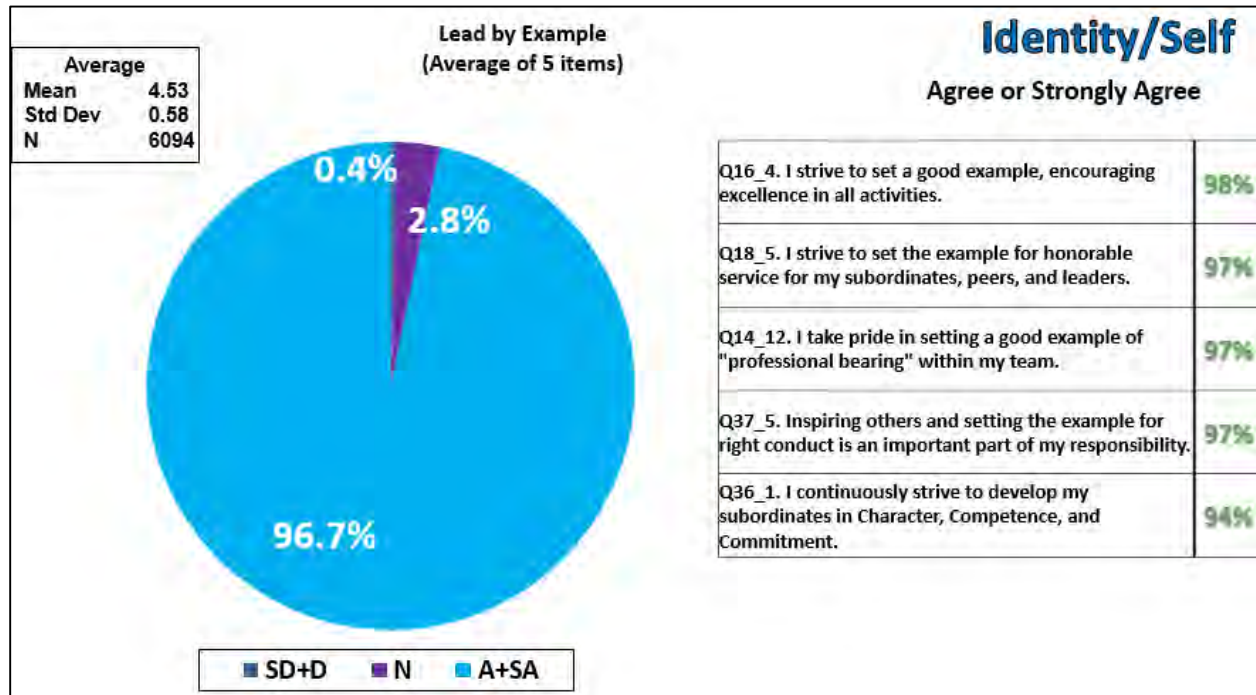


Figure 34. CASAP FY15, identity and leading by example

These findings are evidence of the confidence that Army professionals express in their competence and commitment to set the right example for others. Overwhelmingly, Soldiers and Army Civilians agree or strongly agree they strive to encourage excellence in honorable service to the nation in a manner that is worthy of their professional status. They agree or strongly agree that inspiring and developing others is part of their responsibility for strengthening the Army Profession.

Items displayed below (figure 35) are self-assessments of one's dedication to contribute to mission accomplishment, understanding the risk to self and others; and being inspired to a "Calling to Honorable Service" and living a life of purpose and meaning. The average distribution of responses on the four items in this group is depicted on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .819

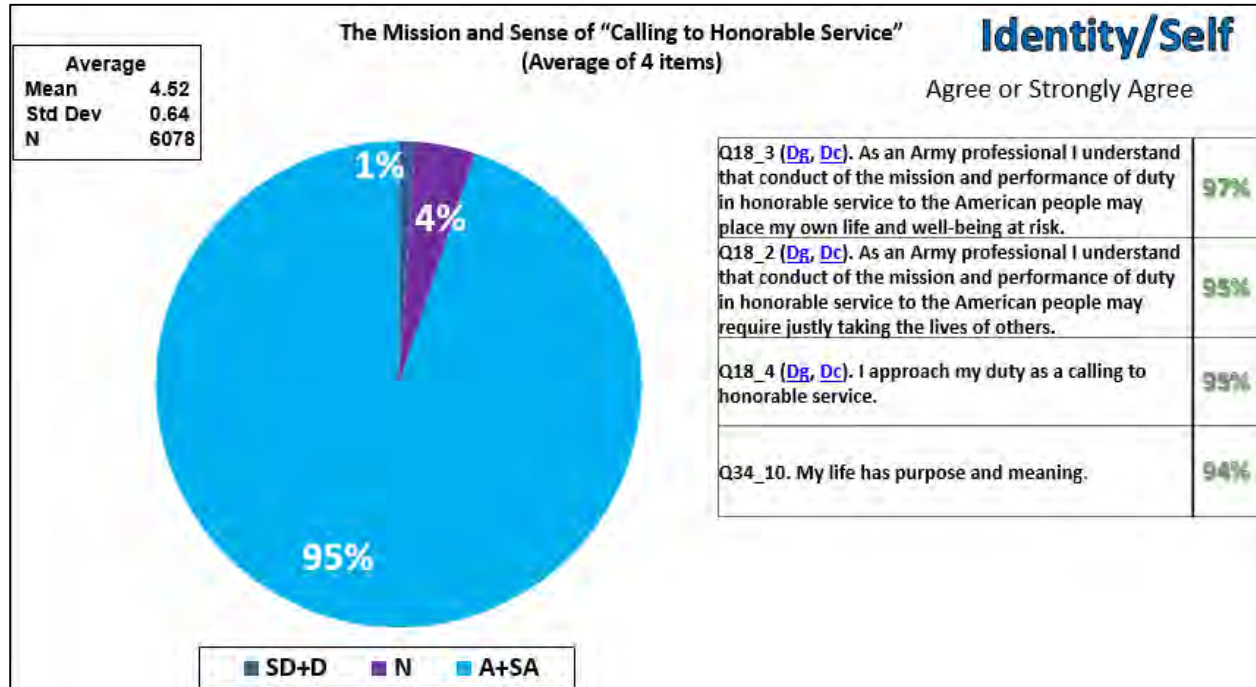


Figure 35. CASAP FY15, mission and calling to honorable service

These findings reflect Soldiers' and Army Civilians' understanding of the nature of their work within the Army Profession. Essentially all respondents agree or strongly agree that they may be asked to place their life or well-being at risk in the conduct of the mission. They agree or strongly agree that this may require justly taking the lives of others. In this light, they approach their duty as a "calling to honorable service." In like manner, the vast majority agree or strongly agree their life has purpose and meaning.

Men are more likely than women to strongly agree with this item. Overall, the difference in the response patterns between men and women is considered to be small, as measured by *Cohen's d* (figure 36).

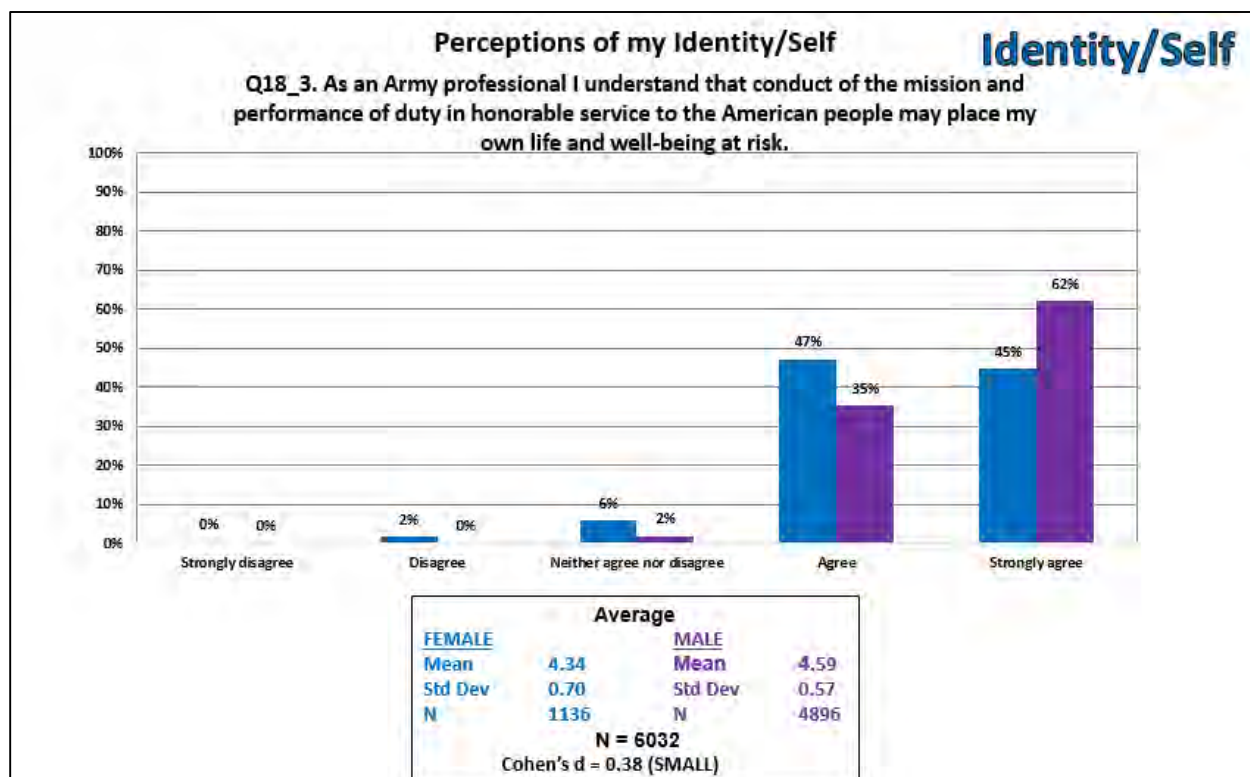


Figure 36. CASAP FY15, gender differences -- risk to life and well-being

While men are more likely to strongly agree with this item than are women, the overall difference in the distribution of responses within gender is relatively small (as measured by *Cohen's d*). This finding suggests that regardless of duty position, men and women are similar in their understanding that honorable service in the Army Profession may place their lives and well-being at risk.

Soldiers are more likely than Army Civilians to strongly agree with this item. However, the overall difference in the response pattern for Soldiers and Army Civilians is considered small, as measured by *Cohen's d* (figure 37).

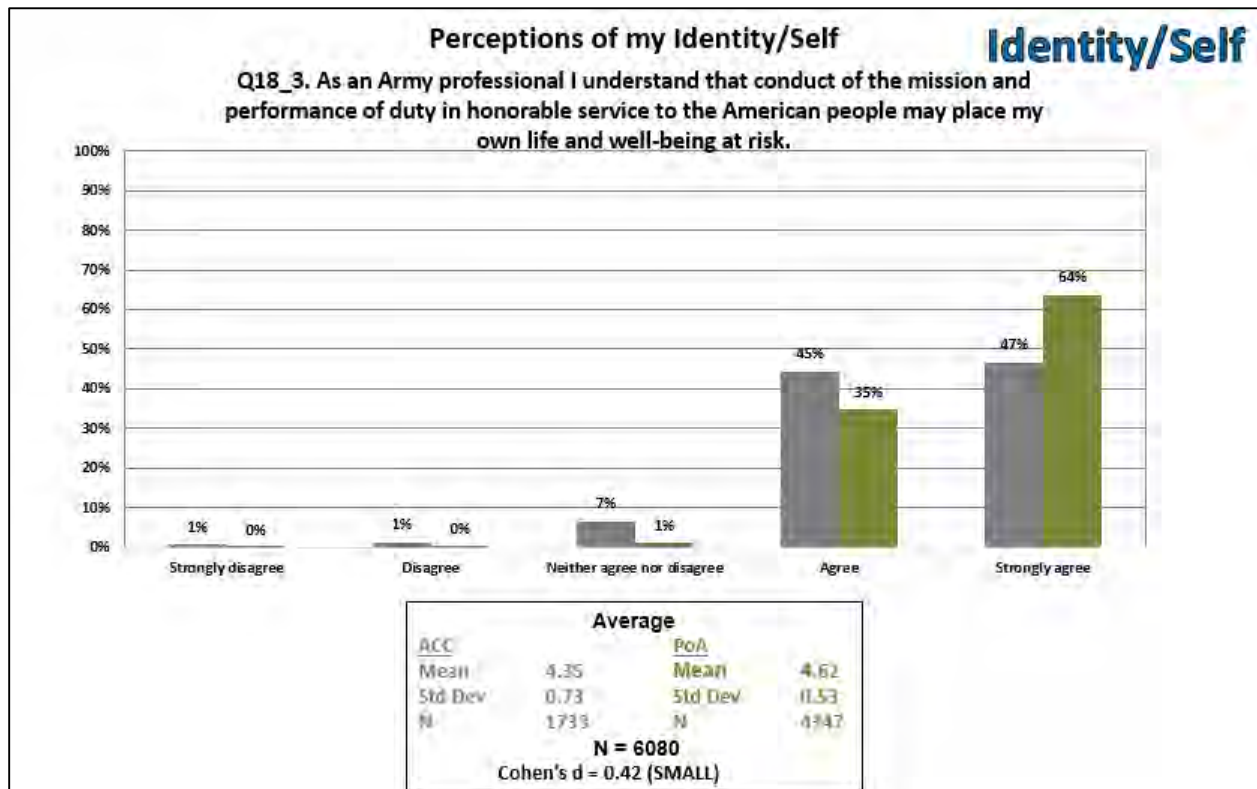


Figure 37. CASAP FY15, community of practice differences – risk to life and well-being

Similar to the finding for gender (figure 36), these results demonstrate that both Soldiers and Army Civilians understand that the nature of their work within the Army Profession may place their lives and well-being at risk. The response of Army Civilians, as a group, tends to be similar to women (collectively). When compared, the difference between women and Army Civilians, as measured by *Cohen's d* = 0.013, is considered to be negligible.

While men are more likely to strongly agree with this item, in contrast to women, there is only a small difference in the response patterns, as measured by *Cohen's d* (figure 38).

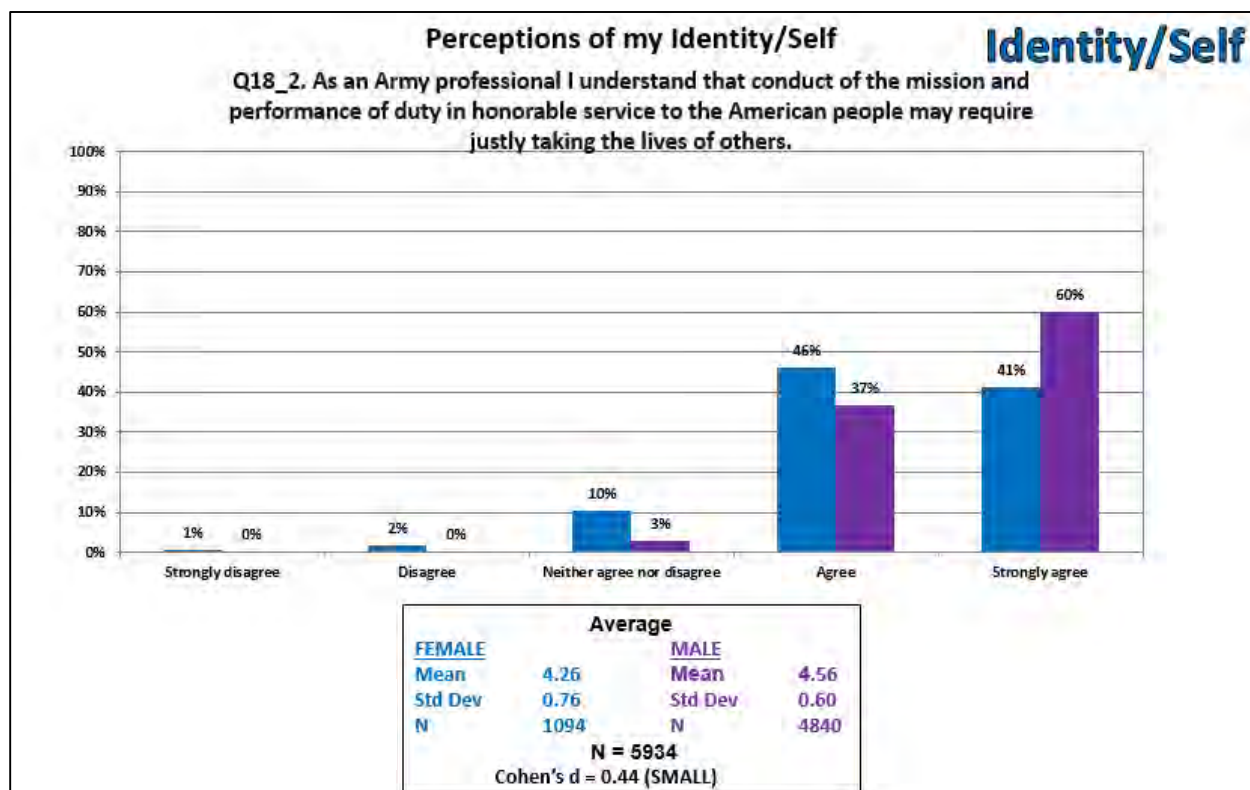


Figure 38. CASAP FY15, gender differences, justly taking life

These results are similar to those regarding risk to one's life and well-being (figure 36). Men and women express similar levels of overall agreement that their duties may require they justly take the life of another person. Men are more likely to strongly agree, whereas women are more likely to agree or to be neutral.

There is a small difference, as measured by *Cohen's d*, between Soldiers and Army Civilians on this item. While Soldiers are more likely to strongly agree, the difference is small and the response patterns are similar for both communities of practice (figure 39).

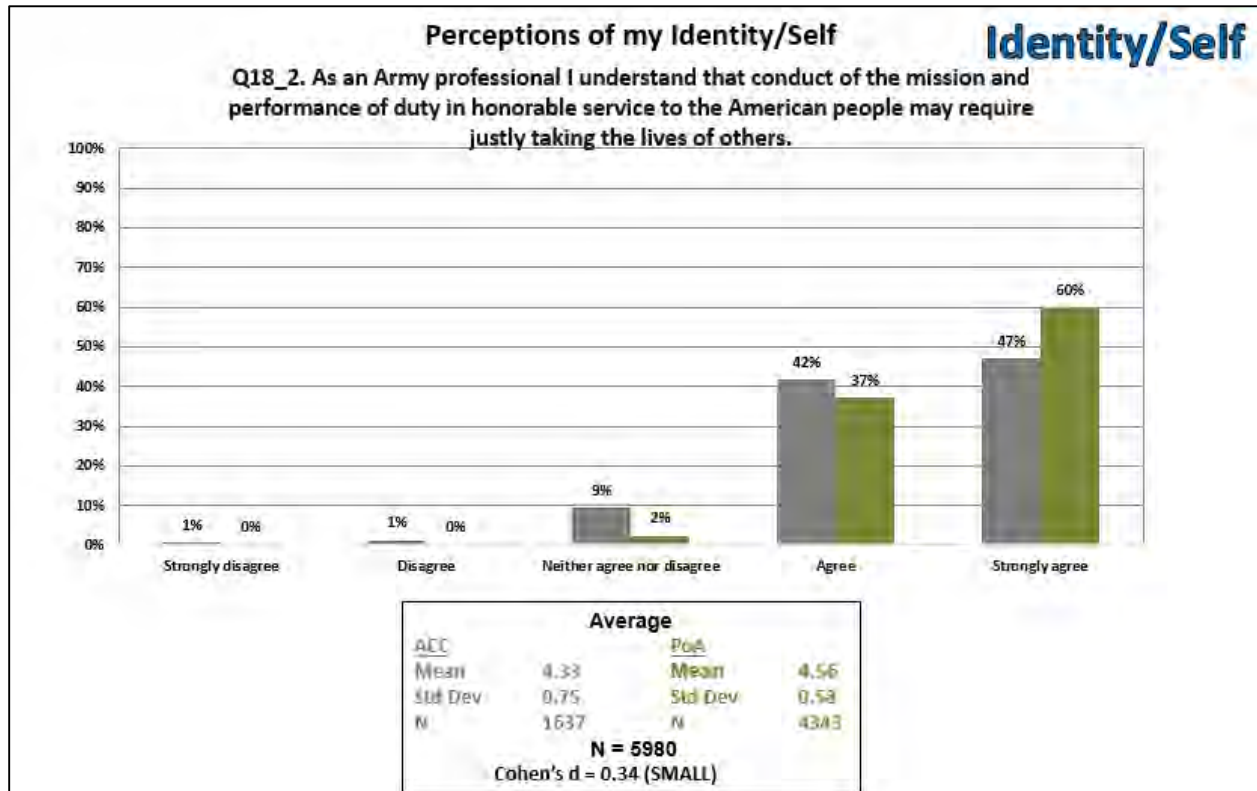


Figure 39. CASAP FY15, community of practice differences, justly taking life

These results indicate that Soldiers and Army Civilians are consistent in their understanding that their duty may require justly taking the lives of others. Soldiers are more likely to strongly agree with this item. Army Civilians and women as a group respond in essentially the same manner. The *Cohen's d*, measuring the difference between Army Civilians and women (figure 38) on this item = .093, which is negligible.

The difference between men and women on the below item is small, as measured by *Cohen's d*. Men are more likely to strongly agree; however the response patterns for men and women are similar (figure 40).

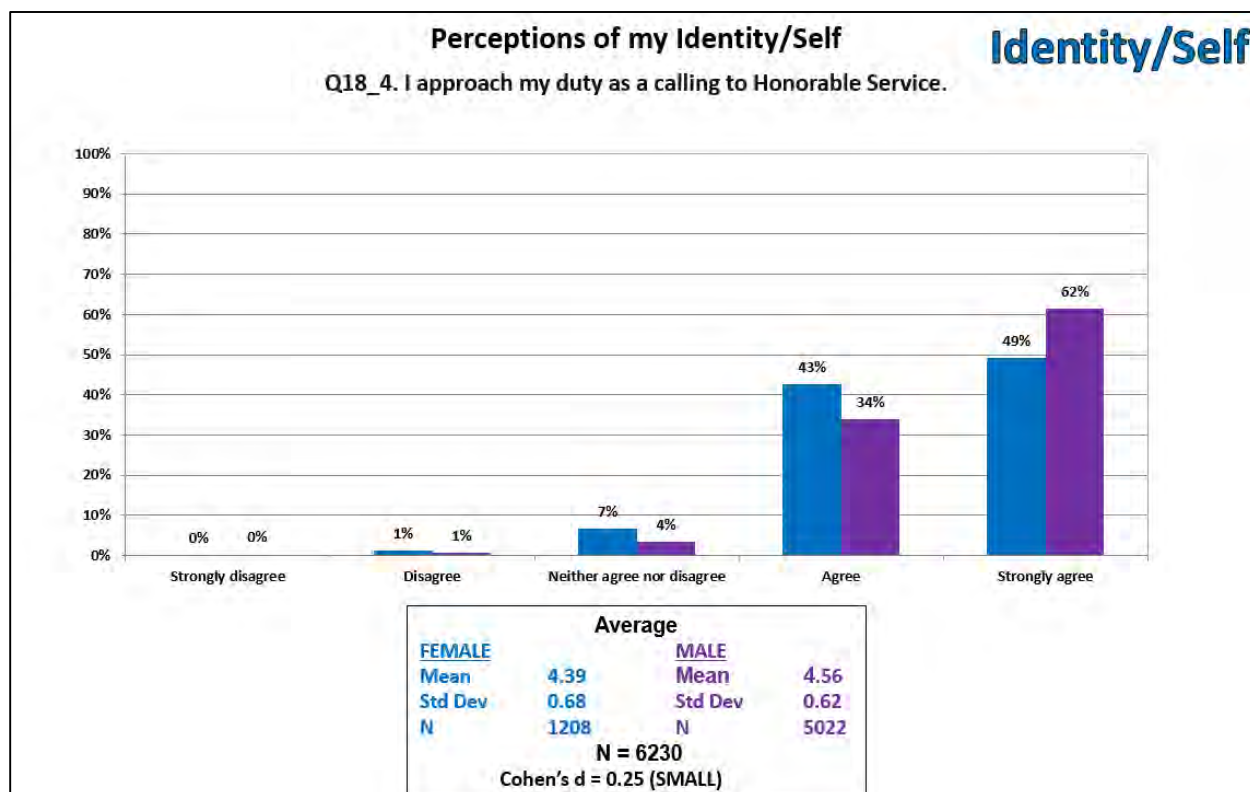


Figure 40. CASAP FY15, gender differences, calling to honorable service

It is clear from these results that both men and women see their duty as a calling to honorable service. This is consistent with what is hoped for given our shared identity as *Trusted Army Professionals*.

Soldiers are more likely than Army Civilians to strongly agree with this item; however the difference between the Profession of Arms and the Army Civilian Corps is considered to be small, as measured by *Cohen's d*. The overall response patterns for Soldiers and Army Civilians are similar (figure 41).

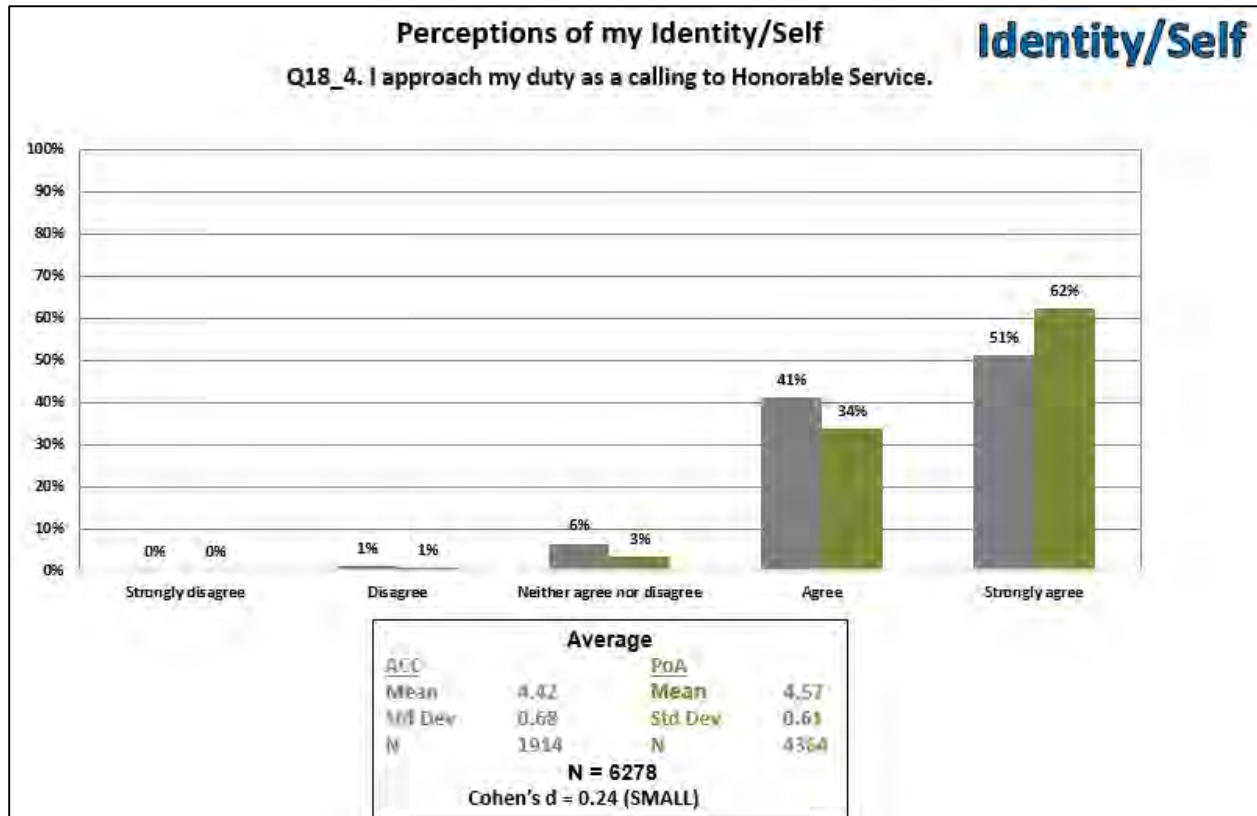


Figure 41. CASAP FY15, community of practice differences, calling to honorable service

As with the finding for differences within gender (figure 40), Soldiers are more likely than Army Civilians to strongly agree with this item. This finding is consistent with both communities of practice embracing our shared identity as *Trusted Army Professionals*.

Items displayed below (figure 42) indicate the degree to which respondents embrace their shared identity as *Trusted Army Professionals*. The average distribution of responses on the fifteen items in this group is depicted on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach’s Alpha* = .952

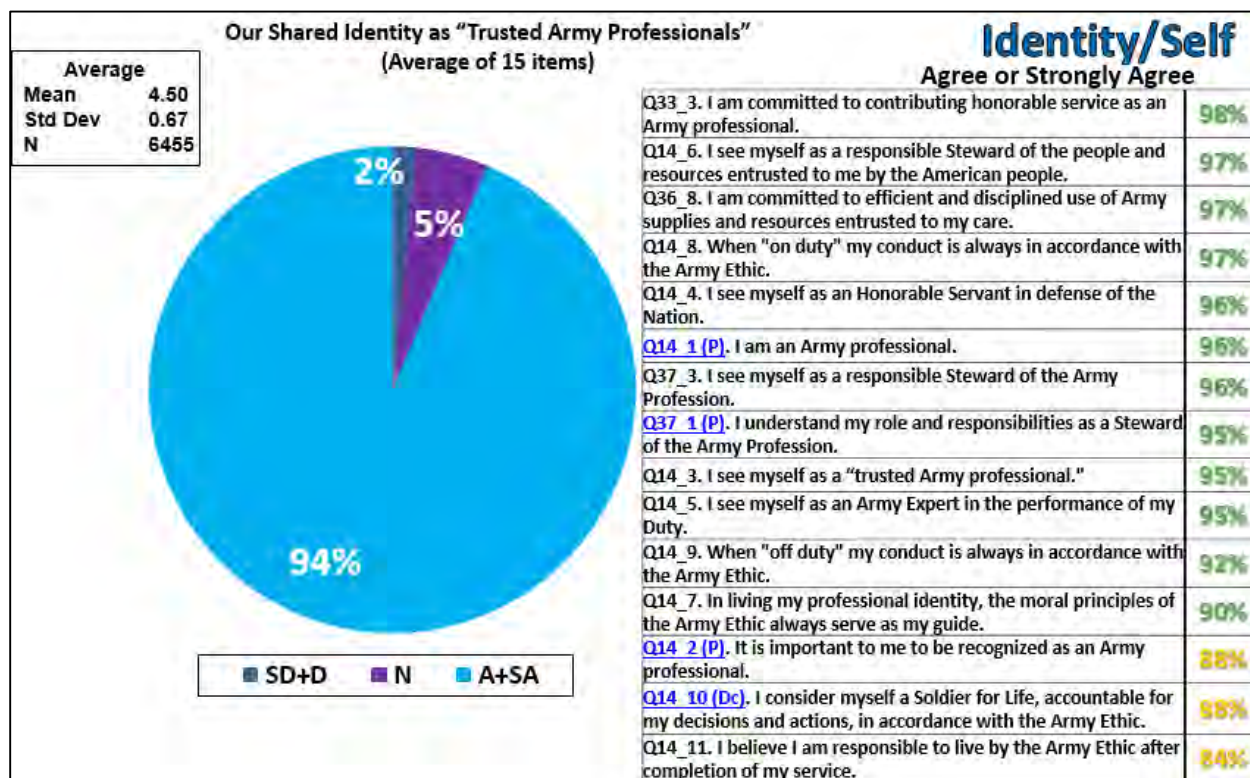


Figure 42. CASAP FY15, perceptions of shared identity – *Trusted Army Professionals*

These results indicate that the overwhelming majority of Army professionals embrace their shared identity. This finding is consistent among the components and between the Profession of Arms (Soldiers) and Army Civilian Corps.

Results for three items from CASAP FY15 for which there are similar findings from previous surveys are displayed below (figure 43).

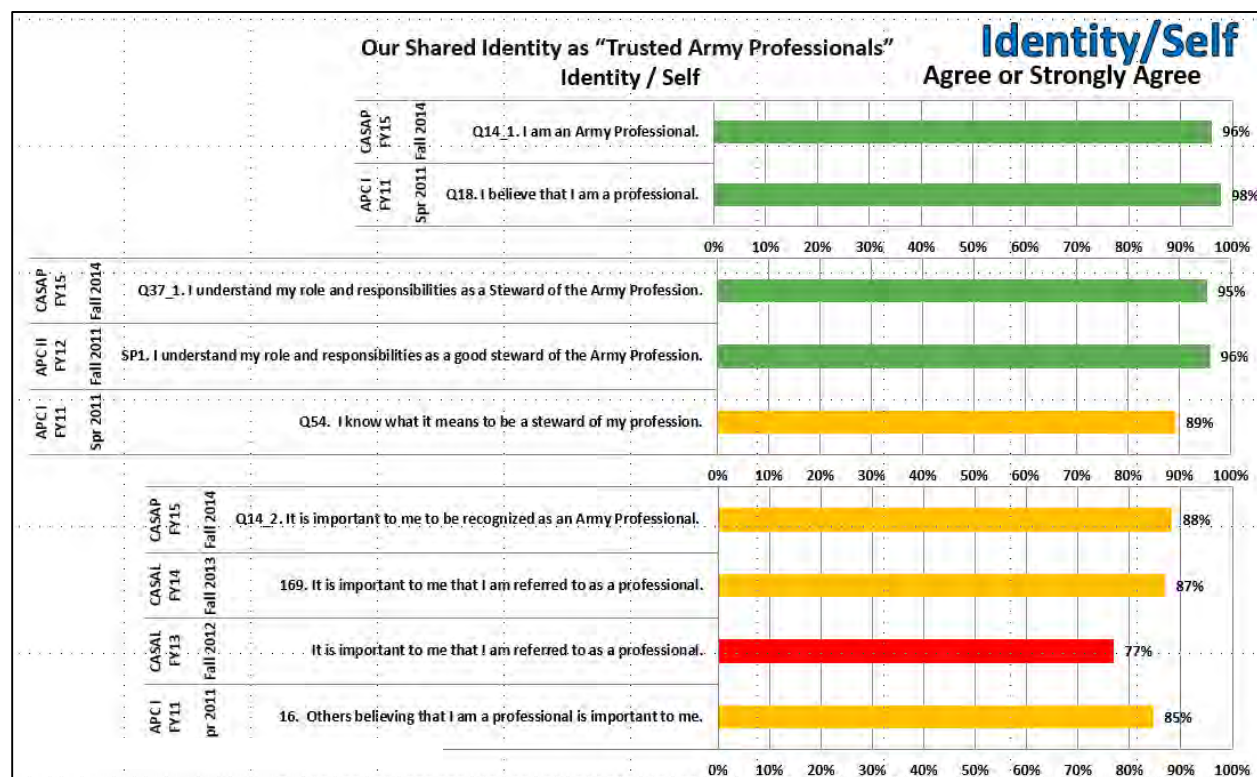


Figure 43. CASAP FY15, predecessor items, shared identity – *Trusted Army Professionals*

These results demonstrate a consistent perspective among Army professionals regarding their status as Army professionals, their sense of the importance of being recognized as a professional, and their understanding of their role and responsibilities as stewards of the Army Profession. While these findings do not constitute trends due to insufficient points in time and the rewording of the items, they are a positive indicator of the strength of these beliefs among Soldiers and Army Civilians.

While Soldiers are more likely to strongly agree with this item than are Army Civilians, the similarity in the response patterns between the two communities of practice reveals strong consistency and mutual support for the concept that every Army professional is a “Soldier for Life” (figure 44).

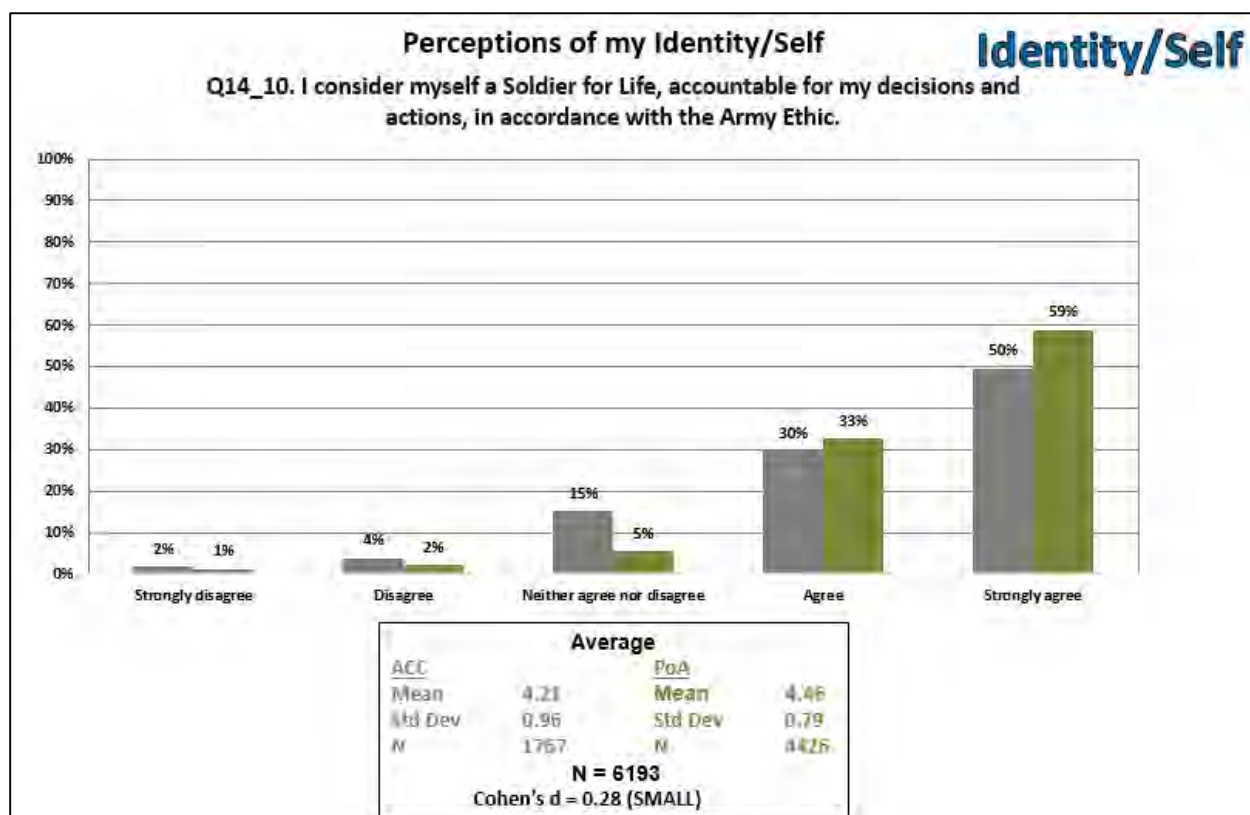


Figure 44. CASAP FY15, community of practice differences, identity – Soldier for Life

The concept of “Soldier for Life” is based on understanding of one’s role in society as a member of the Army Profession, regardless of component or community of practice. It is noteworthy that both Soldiers (in all components) and Army Civilians respond to this item in a similar fashion.

However, within the Army Civilian Corps there is a medium difference (*Cohen's d* = 0.52) in the response pattern between those Army Civilians who had prior military service and those who did not. Those with prior service are more likely to agree or strongly agree (85% versus 66%).

Items displayed below (figure 45) indicate the degree to which respondents express their commitment to “live by and uphold the Army Ethic.” The average distribution of responses on the twelve items in this group is depicted on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach’s Alpha = .903

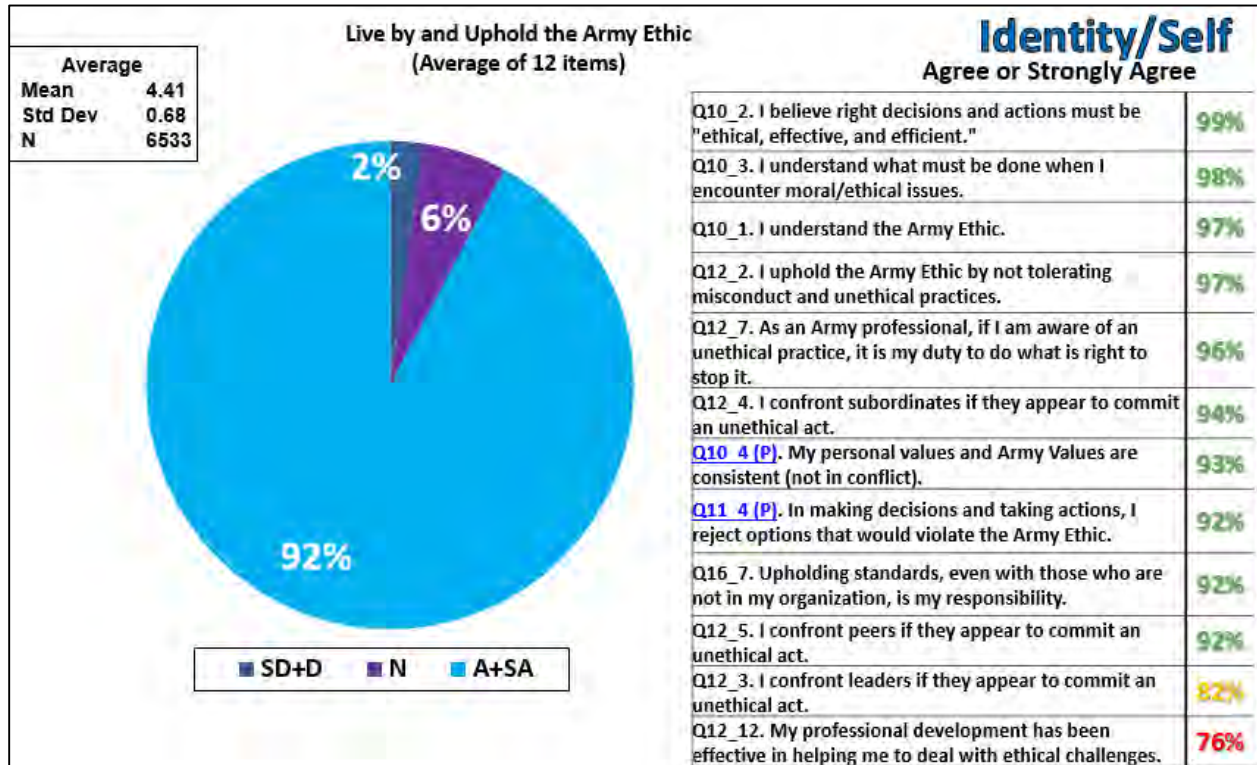


Figure 45. CASAP FY15, perceptions of identity, living by and upholding the Army Ethic

Regarding respondents’ agreement or strong agreement to “live by and uphold the Army Ethic,” the overwhelming majority agree with the doctrinal principle that right decisions and actions must be ethical, effective, and efficient. This finding is important for shared understanding of how the Army Ethic should be applied in the process of developing courses of action, making decisions, and implementing operational orders. Respondents also agree or strongly agree they know what is expected of them in addressing moral/ethical issues they may encounter is the performance of duty. Essentially all respondents believe they understand the Army Ethic and they must not tolerate misconduct or unethical practices. They affirm that their personal values and Army Values are consistent and they reject options that would violate these values. This said, respondents agree or strongly agree they tend to confront subordinates (94%) and peers (92%) to a greater extent than they do their leader (82%). Of interest is that while 98% of respondents agree or strongly agree they understand what they must do regarding addressing moral/ethical issues (Q10_3), only 76% agree or strongly agree that their professional development (education, training, and operational experience) was effective in helping them deal with the ethical challenges they have encountered in their careers (Q12_12).

Distribution Restriction: Approved for public release; distribution is unlimited.

Results for two items for which there were similar, previous findings from earlier surveys are displayed below (figure 46).

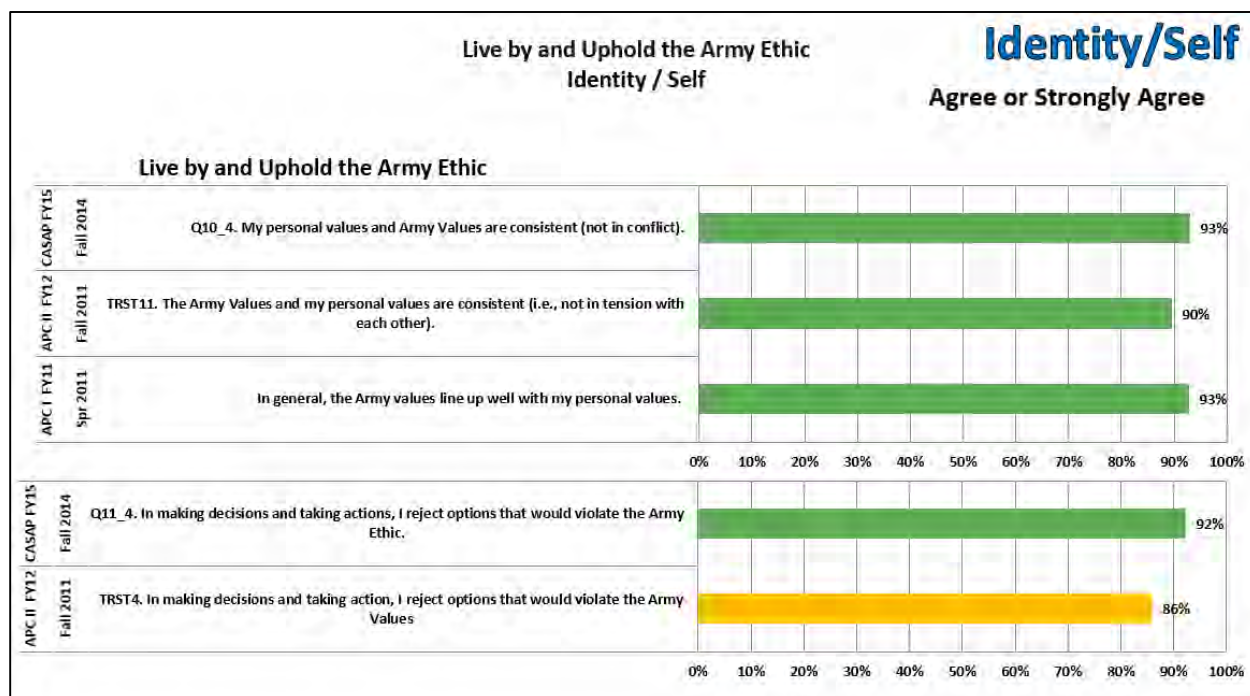


Figure 46. CASAP FY15, predecessor items, living by and upholding the Army Ethic

These results demonstrate a consistent finding regarding the personal values of Army professionals and the Army Values (Q10_4). Regarding Q11_4, the difference between the percentage who agree or strongly agree that they would reject options that violate the Army Ethic is higher on CASAP FY15 than on APC Survey II. The difference is considered to be small, as measured by *Cohen's d* = 0.30, yet it is in a positive direction. While this finding cannot be considered a trend, it is nonetheless noteworthy since the wording of the items is similar on the two the surveys (Army Ethic versus Army Values), and the response scale is unchanged.

Unit/Organization: This section addresses mutual trust and cohesion within the unit or organization, as perceived by the respondent. Four dimensions focus on: Esprit de Corps – “Winning Spirit;” sense of Mission Accomplishment; Mutual Trust – based on “Living the Army Ethic;” and Mutual Support. A separate item addresses perceived tension between one’s sense of loyalty to the team and one’s duty to do what is right. Another item looks at perceived balance between the demands of duty and one’s responsibilities in family/personal life. It is noteworthy that the proportion of Army professionals reporting they have received training and education on the Army Profession has shown a significant increase over the past two years (figure 47).

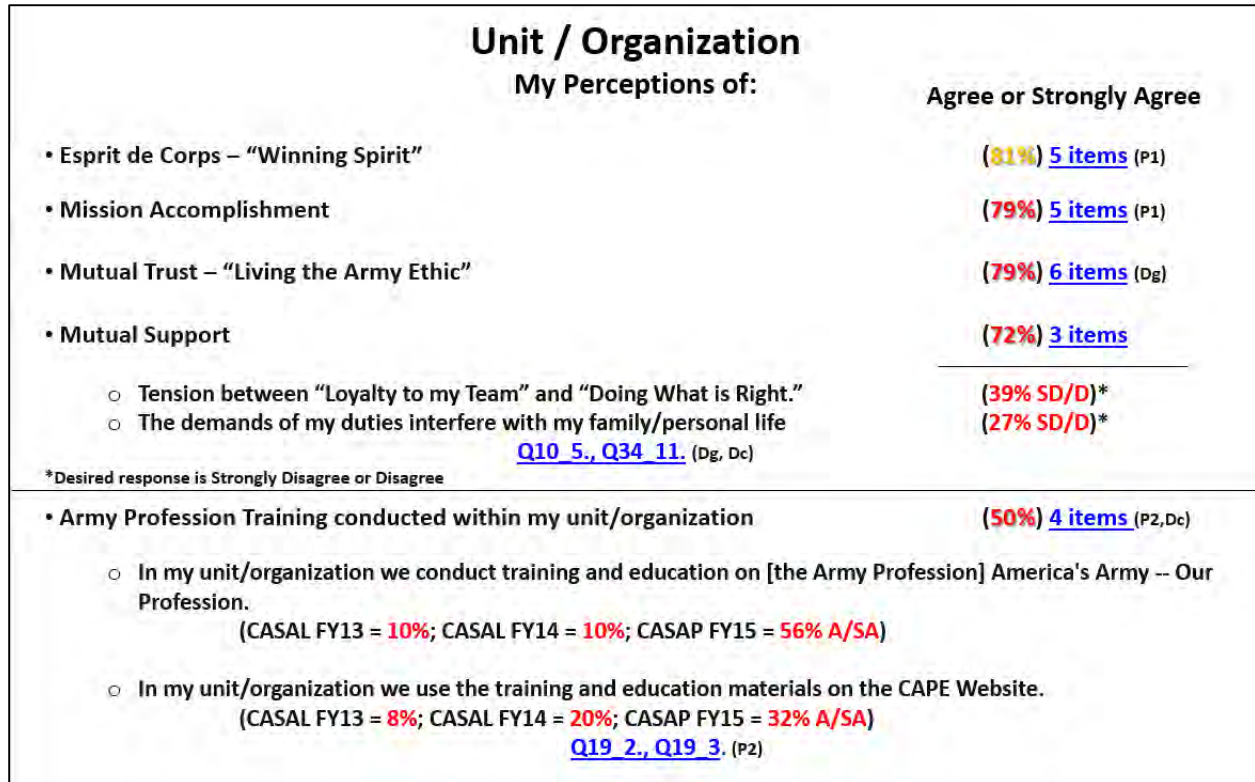


Figure 47. CASAP FY15, perceptions of unit/organization

Respondents’ perceptions of the state of Esprit de Corps, commitment to Mission Accomplishment, levels of mutual trust and “Living the Army Ethic,” and providing mutual support are as indicated on the scales depicted above and on the graphics which follow. In this section, two items are worded so that the desired response is strongly disagree or disagree. On both items (Q10_5 and Q34_11) results indicate a need to further understand the underlying issues to determine if a change in policy or practice is warranted. While the percentage of respondents reporting they have received Army Profession training and education requires continuing emphasis, the increase in the percentage of respondents reporting they agree or strongly agree has improved markedly since the “America’s Army – Our Profession” training and education effort began in FY13.

Items displayed below (figure 48) indicate the degree to which respondents assess the level of unit or organizational Esprit de Corps – “Winning Spirit.” The average distribution of responses on the five items in this group is displayed on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach’s Alpha = .895

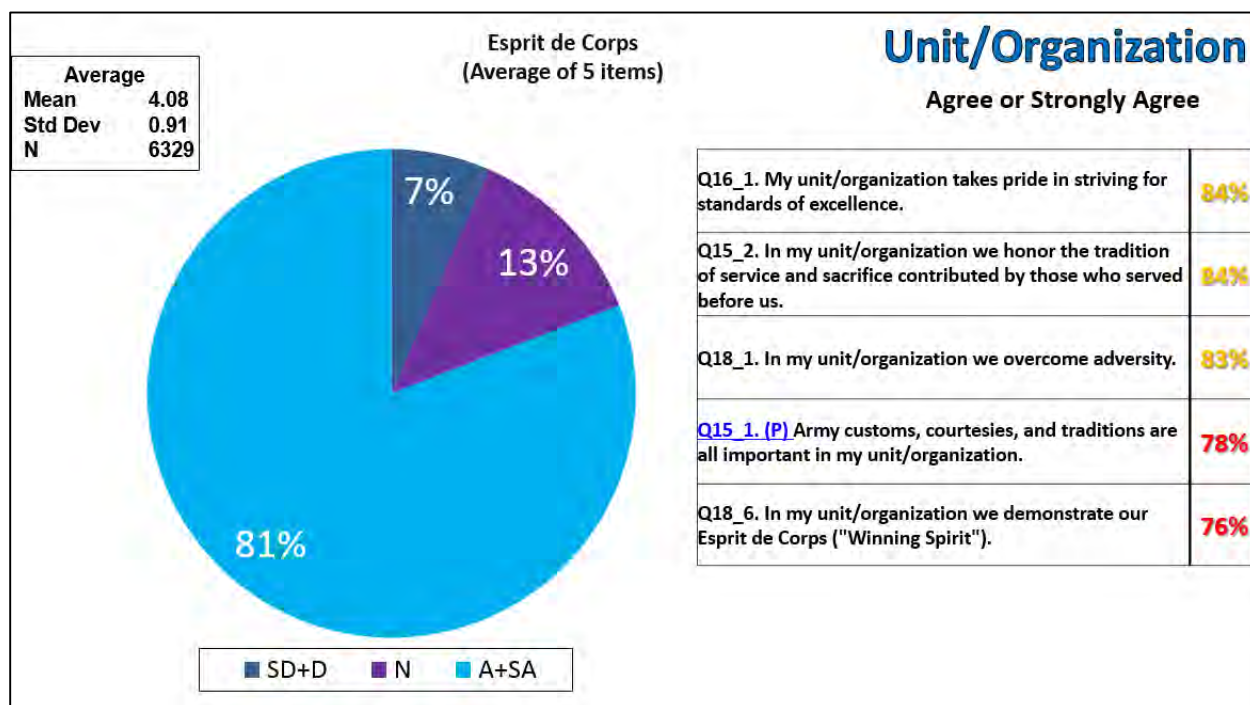


Figure 48. CASAP FY15, perceptions of unit/organization Esprit de Corps

Results for the single item for which there is a similar finding from the Army Profession Campaign Survey I is displayed below (figure 49).

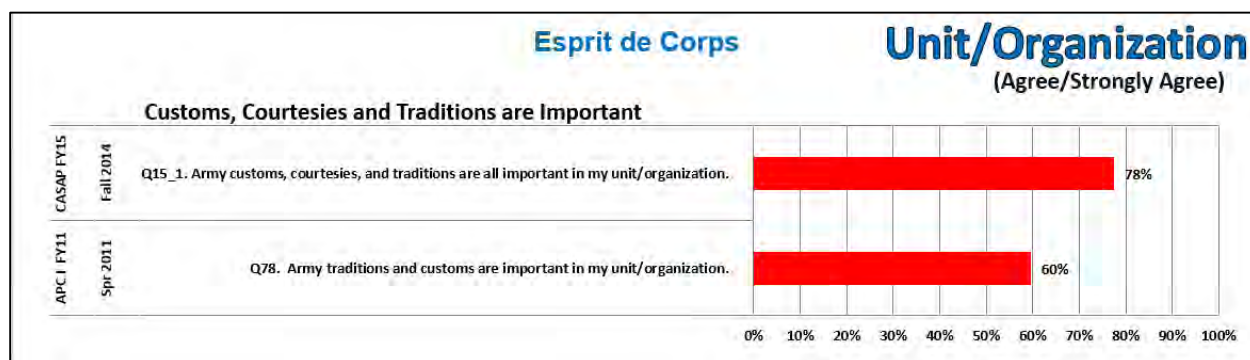


Figure 49. CASAP FY15, predecessor item, unit/organization Esprit de Corps

Although the item was reworded in CASAP FY15, the positive finding suggests an increased emphasis on customs, courtesies, and traditions within Army units and organizations.

Items displayed below (figure 50) indicate the degree to which respondents believe their unit or organization is committed to Mission Accomplishment, in the right way. The average distribution of responses on the five items in this group is depicted on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). *Cronbach’s Alpha* = .904

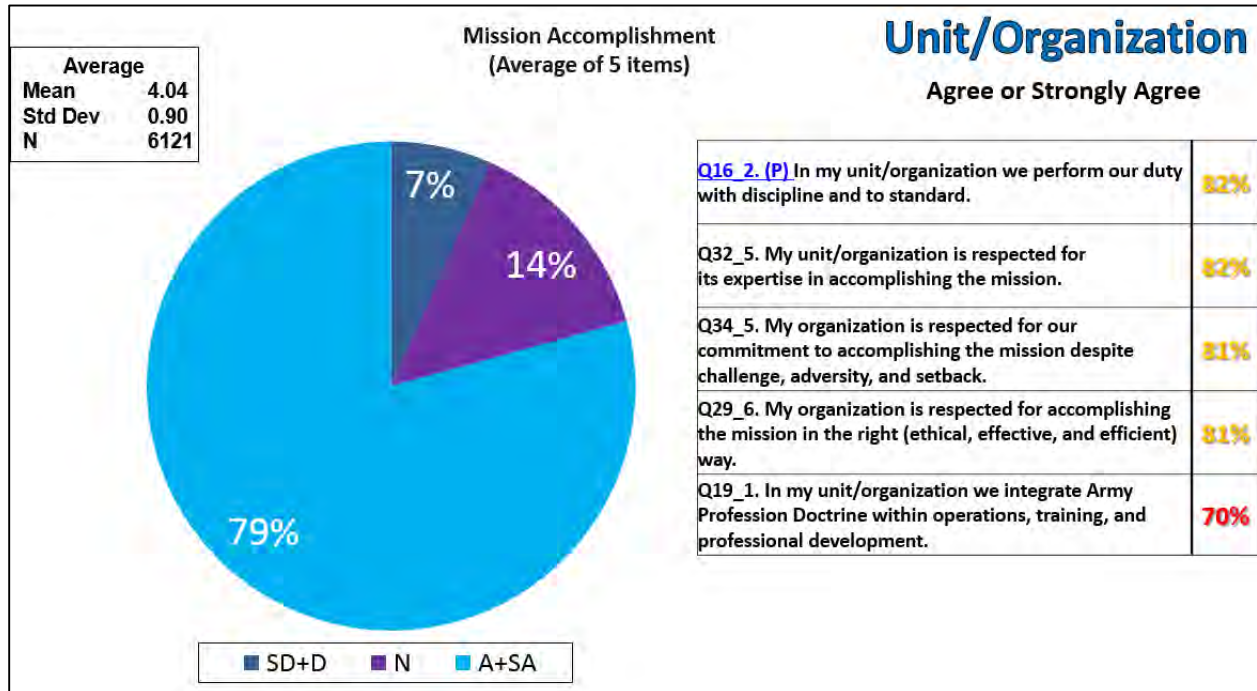


Figure 50. CASAP FY15, perceptions of unit/organization, mission accomplishment

Results for the single item for which there is a prior, similar finding from earlier surveys are displayed below (figure 51).



Figure 51. CASAP FY15, predecessor item, unit/organization mission accomplishment

These differences suggest increased agreement and emphasis on upholding standards and discipline.

Distribution Restriction: Approved for public release; distribution is unlimited.

Items displayed below (figure 52) indicate the degree to which respondents assess the state of Mutual Trust and cohesion within their unit or organization. The average distribution of responses on the six items in this group is displayed on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach’s Alpha = .936

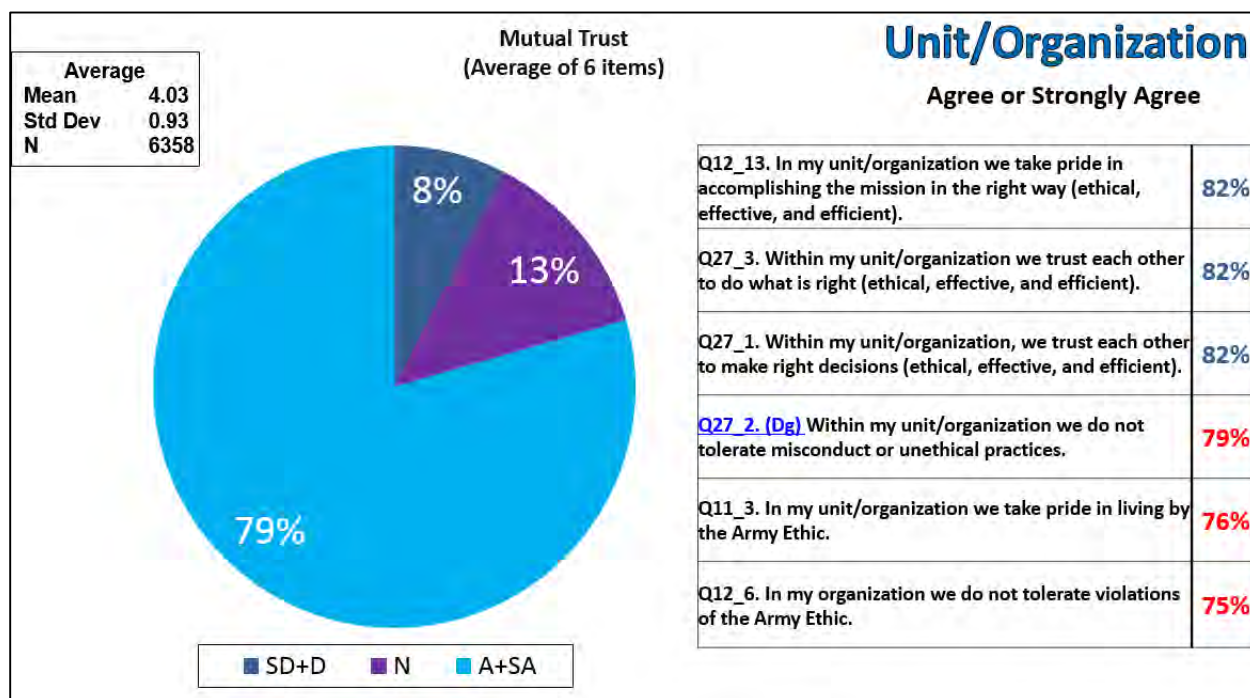


Figure 52. CASAP FY15, perceptions of mutual trust within unit/organization

Results indicate the level of mutual trust within Army units and organizations based on doing what is right in accomplishing the mission, making right decisions, and living by the Army Ethic (non-tolerance of misconduct and unethical practices). Findings demonstrate a need for improvement. On average, the clear majority of respondents (79%) agree or strongly agree that these indicators of trust and cohesion are evident in their units and organizations; however on individual items, between 18%-25% were neutral, disagree, or strongly disagree.

Differences in the response patterns for men and women are small, as measured by *Cohen's d*. However, women are more likely than men to perceive that misconduct or unethical practices are tolerated in their units or organizations (figure 53).

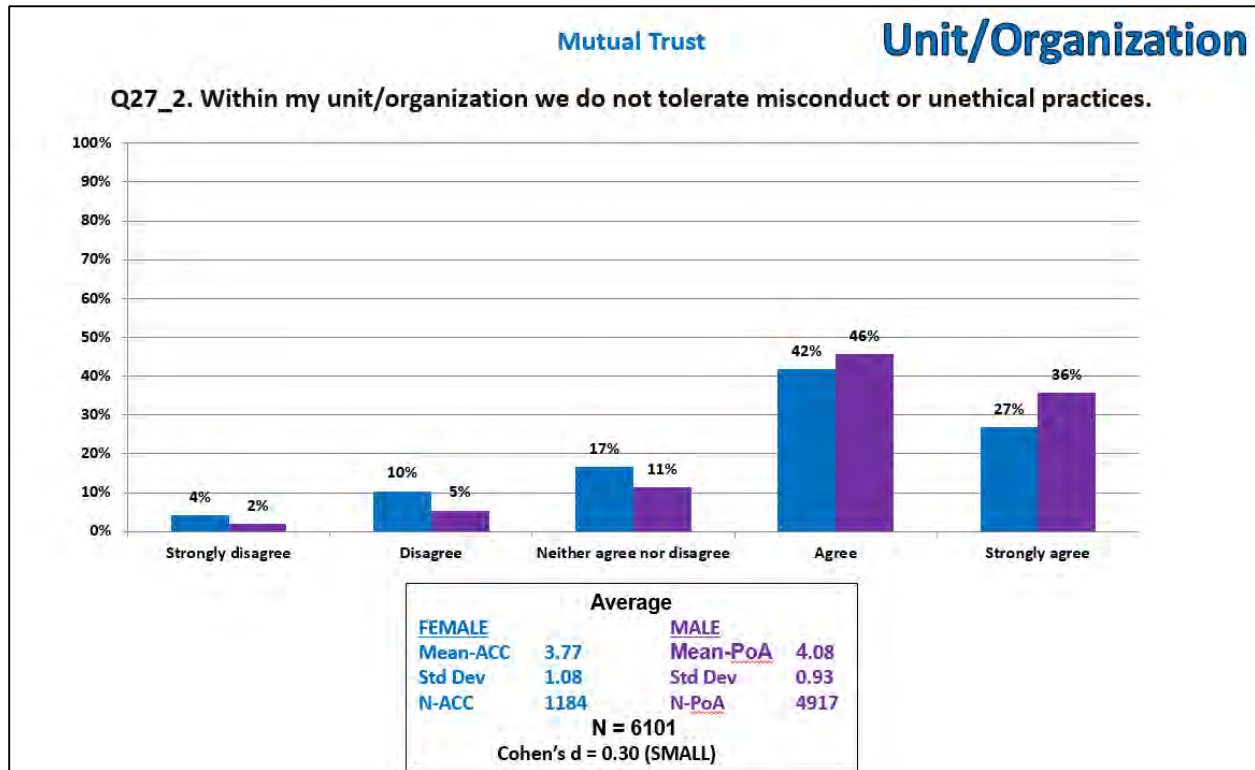


Figure 53. CASAP FY15 gender differences, mutual trust within unit/organization

On this indicator of unit and organizational climate regarding toleration of misconduct or unethical practices, the response pattern of men and women is similar. However, women are less likely to agree or strongly agree that ethical standards are upheld. This is a finding that should be of interest to all leaders since over 30% of women and 18% of men are either neutral or they disagree or strongly disagree with the item.

Items displayed below (figure 54) indicate the degree to which respondents assess the state of Mutual Support within their unit or organization. The average distribution of responses on the three items in this group is displayed on the imbedded “pie graphic.” Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach’s Alpha = .825

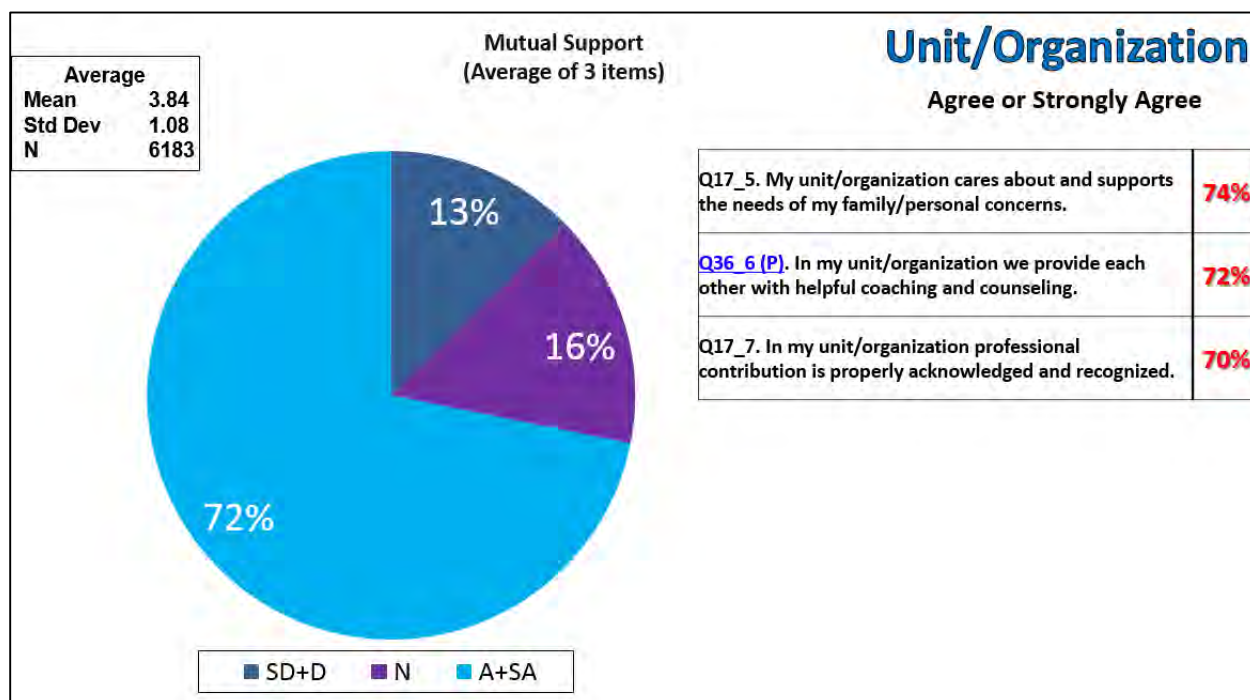


Figure 54. CASAP FY15, perceptions of mutual support within unit/organization

Results for the single item for which there is a similar finding from the Army Profession Survey II, Fall 2011 are contrasted below (figure 55).

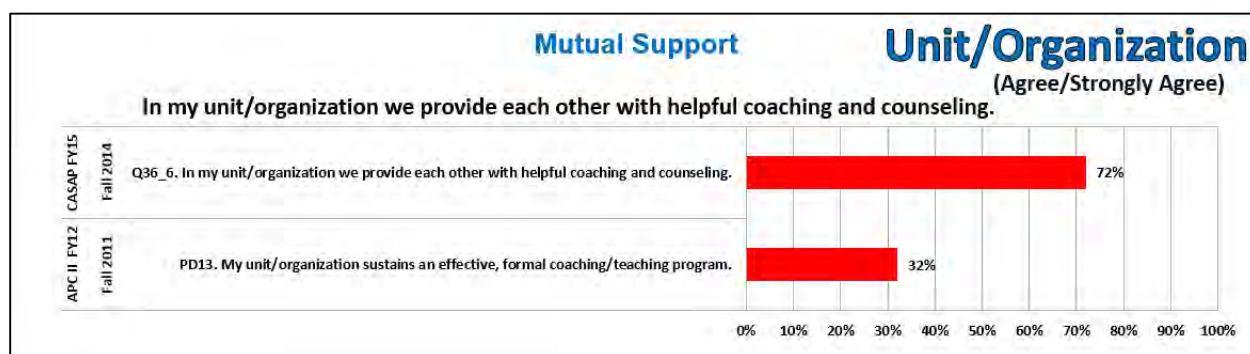


Figure 55. CASAP FY15 predecessor item, mutual support within unit/organization

The two-fold increase in the percentage of respondents who agree or strongly agree may be attributable to rewording of the item.

Items displayed below (figure 56) provide useful feedback regarding the relationship between respondent's perceived understanding of Army Profession doctrine and unit training and education on America's Army – Our Profession Annual Themes and the use of supporting materials available on the CAPE Website (<http://CAPE.ARMY.mil>). The average distribution of responses on the four items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .852

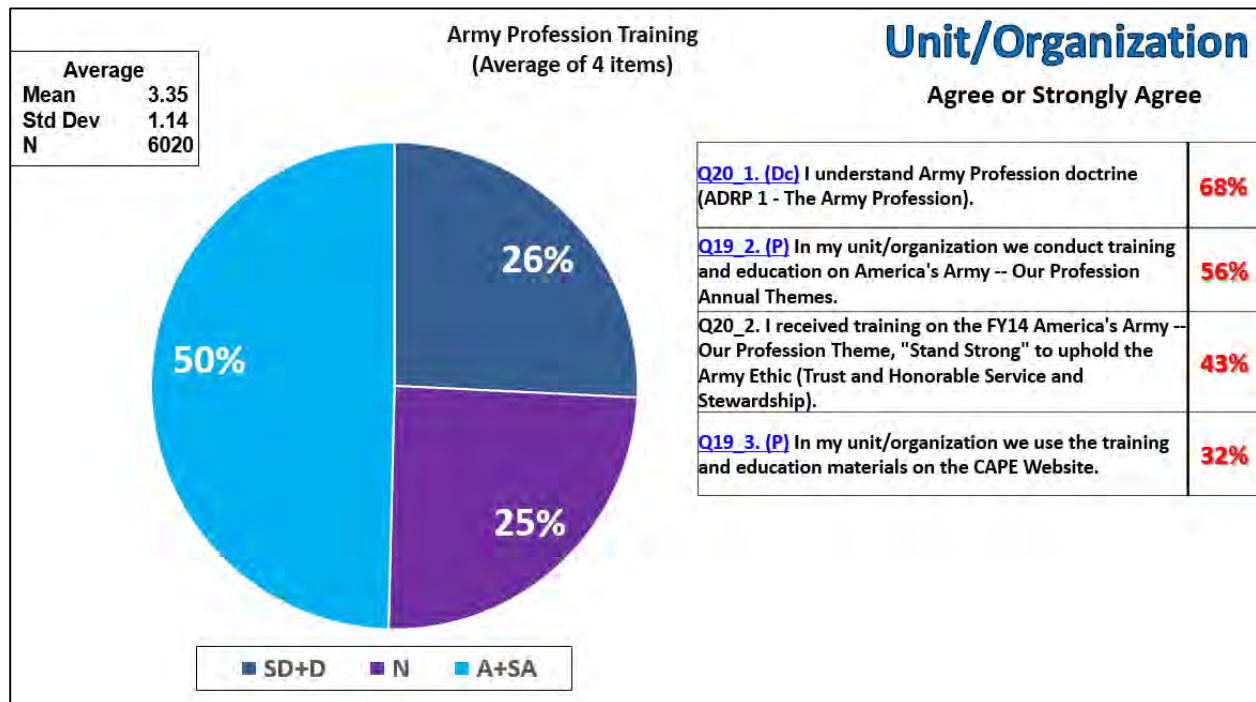


Figure 56. CASAP FY15, Army Profession training within unit/organization

While these results remain in need of strengthening, it is clear from the change indicated in figure 47 (page 55) that there is meaningful improvement since the publication of Army Profession doctrine and initiation of the America's Army – Our Profession, Education and Training effort in FY13. During FY16, the AA-OP theme of "Living the Army Ethic" – *Why and How We Serve* will continue and levels of training and familiarity with the theme will be addressed on CASAP FY16.

This graphic (figure 57) shows that Soldiers are more likely than Army Civilians to agree or strongly agree that they understand Army Profession doctrine. However, the difference in the response patterns is small, as measured by *Cohen's d*.

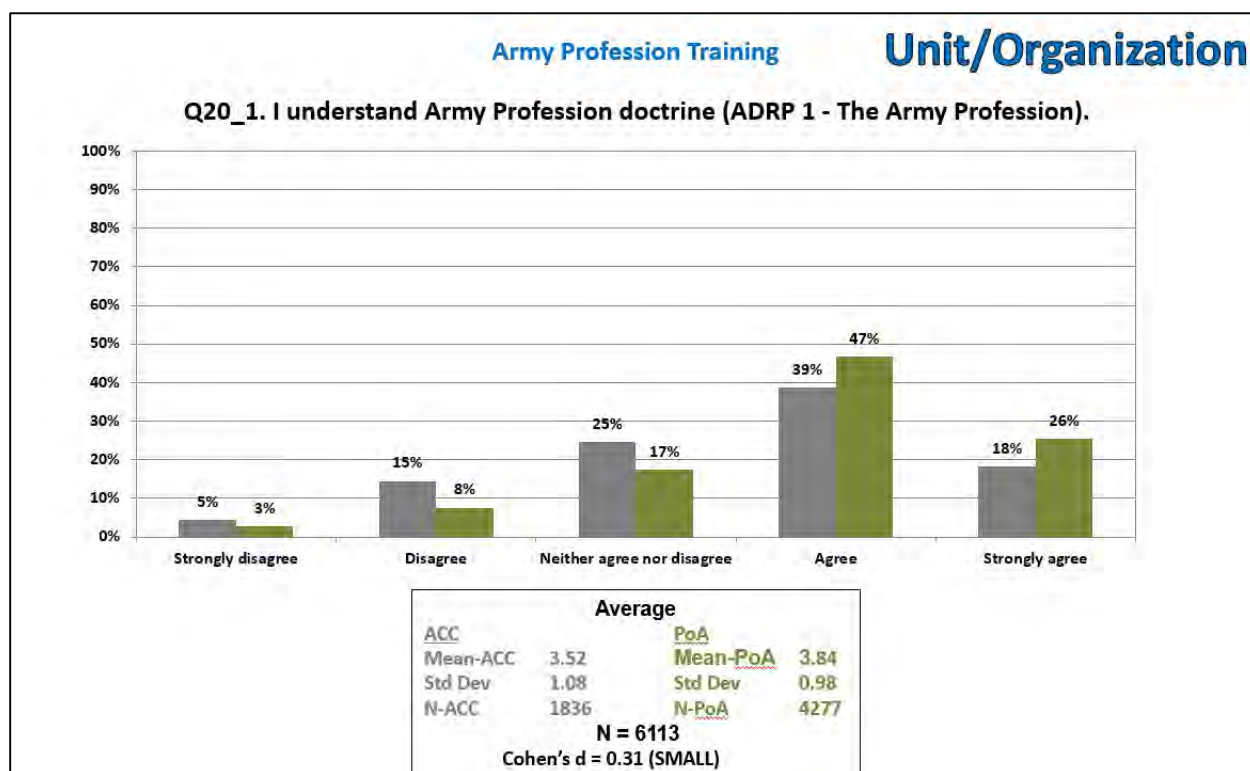


Figure 57. CASAP FY15, community of practice differences, understanding Army Profession doctrine

Soldiers (73%) agree or strongly agree that they “understand Army Profession doctrine.” Results for Army Civilians are lower (57%). This difference indicates a need for organizational leaders to include discussion of Army Profession doctrine within their annual training plans. Unit leaders should also continue to emphasize instruction and discussion of Army Profession doctrine and concepts in support of the annual “America’s Army – Our Profession” theme.

These two items display a meaningful increase in the percentage of Army professionals who report their unit or organization conducts training on America's Army – Our Profession themes and makes use of associated education materials available on the CAPE website. These differences are evidence for the success of the AA-OP messaging efforts and the effects of outreach through Army Profession Seminars, Army Profession Symposia, and other “marketing” activities (figure 58).

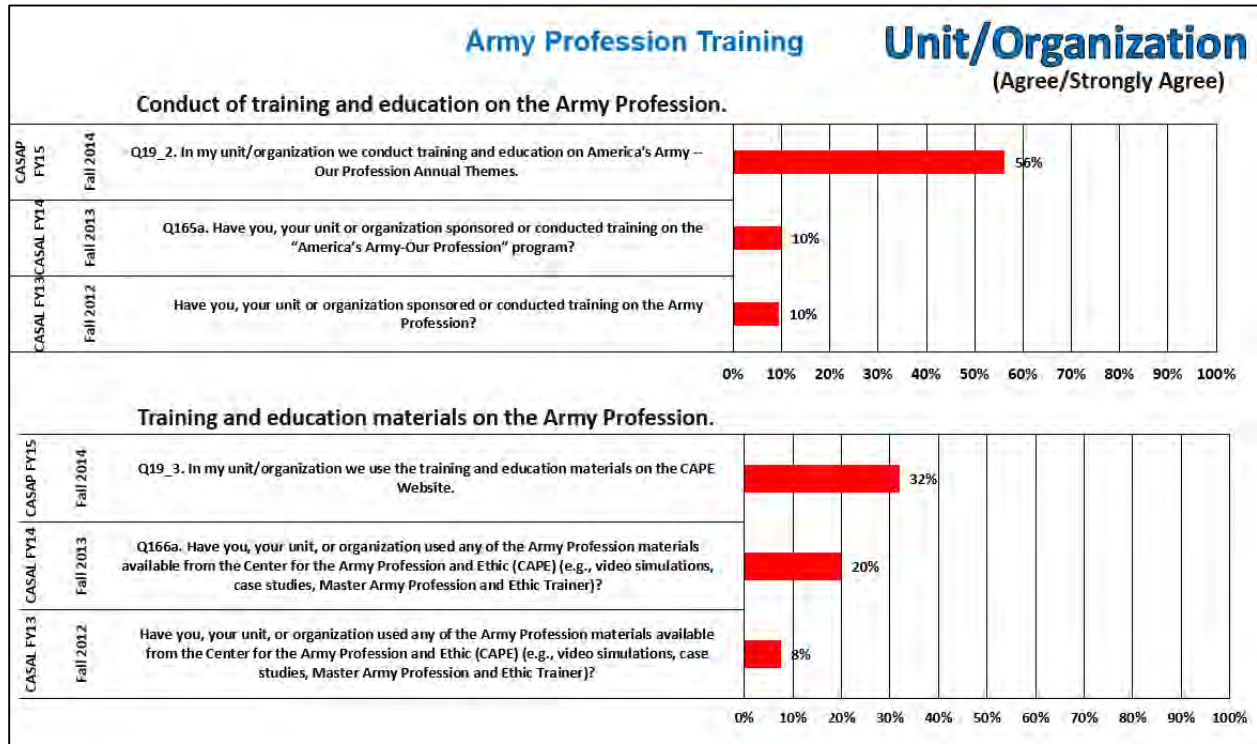


Figure 58. CASAP FY15, predecessor items, Army Profession training within unit/organization

These results indicate both a need for continuing emphasis on including Army Profession doctrine within annual unit and organizational training plans. They also demonstrate considerable progress in explaining the doctrine and concepts since the publication of ADRP 1 in June 2013.

This graphic (figure 59) displays results for two items where the desired response is Strongly Disagree or Disagree.

The percentage of respondents reporting they have not experienced tension between “loyalty to their team” and “doing what is right” is 39%. There is a negligible difference in the response patterns between men and women and Soldiers and Army Civilians.

Only 27% strongly disagree or disagree they have experienced interference between the demands of duty and responsibilities in the family/personal life. The difference between men and women is small. However, Soldiers are more likely than Army Civilians to perceive they have experienced this tension. The difference is medium, as measured by *Cohen’s d* (figure 59).

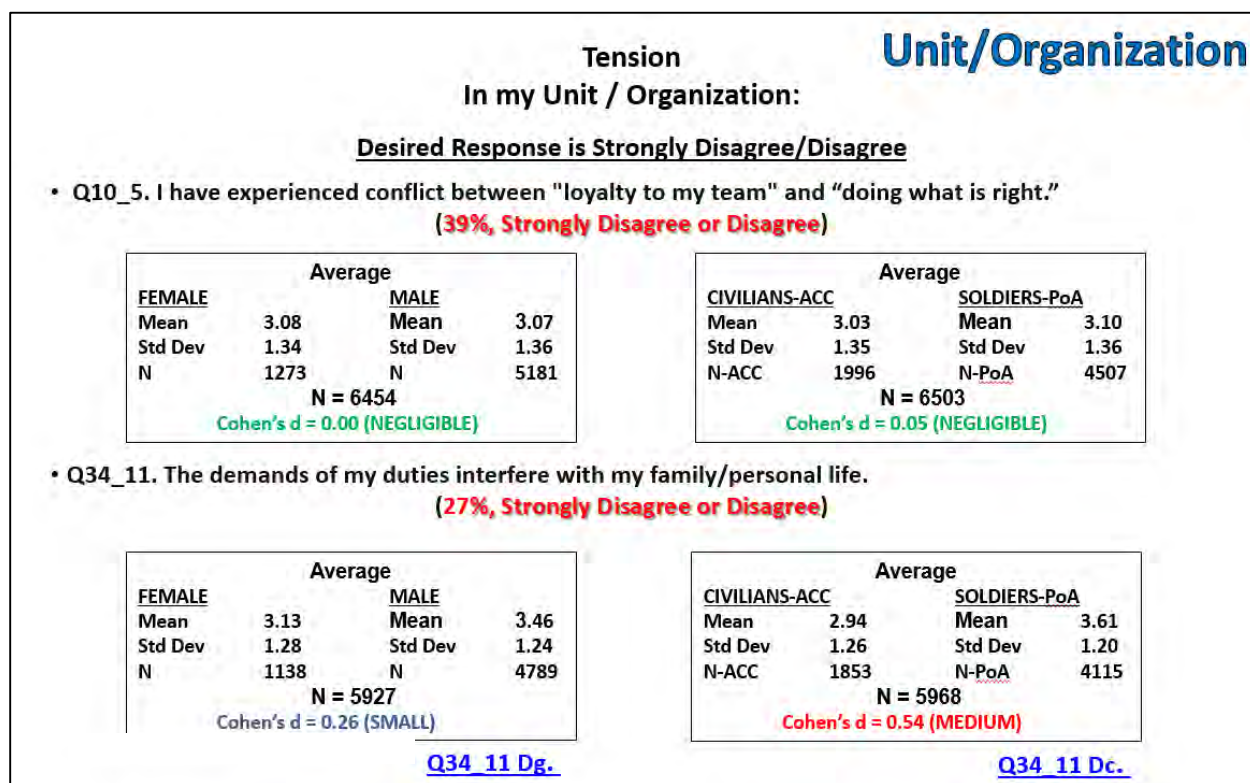


Figure 59. CASAP FY15, perceptions of tensions within unit/organization

While almost all respondents agree or strongly agree that their personal values and Army Values are consistent (item Q10_4, 93%, figure 45, page 53), only about 40% disagree or strongly disagree that they have experienced conflict between “loyalty to my team” and “doing what is right.” This finding requires discussion and developing a shared understanding within units and organizations regarding standing strong to “live by and uphold the Army Ethic” within a positive, professional climate.

It is not unexpected that Army professionals perceive tension between the demands of duty and personal responsibilities (Q34_11). In this light, the challenge for all leaders is to help subordinates find an acceptable balance, supporting their sense of well-being and their morale.

Differences between men and women are small (figure 60).

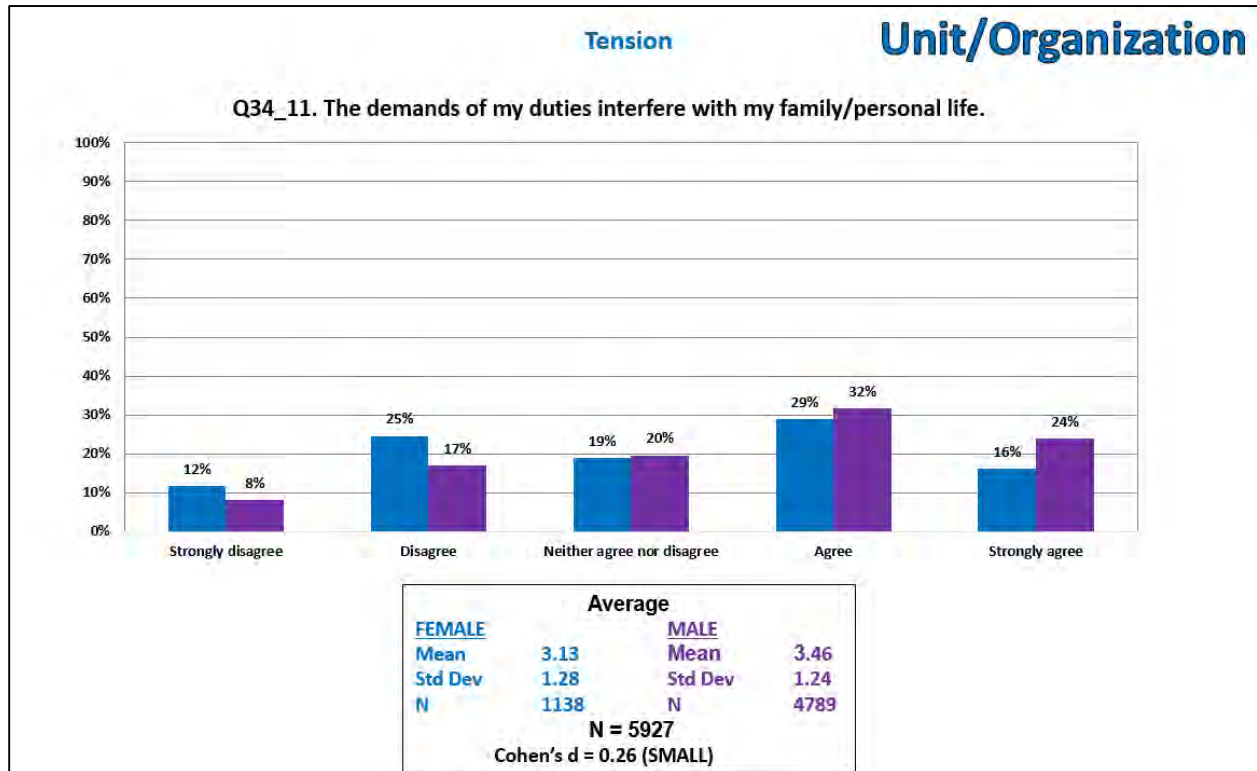


Figure 60. CASAP FY15, gender differences, tensions within unit/organization

Men and women tend to respond to this item in a similar manner. However, it is interesting to note that women are somewhat less likely to agree or strongly agree that they experience tension between demands of duty and personal responsibilities than men.

Differences in the response patterns for Soldiers and Army Civilians are considered to be medium, as measured by *Cohen's d* (figure 61). Soldiers are more likely to agree or strongly agree (than are Army Civilians) that they experience this tension.

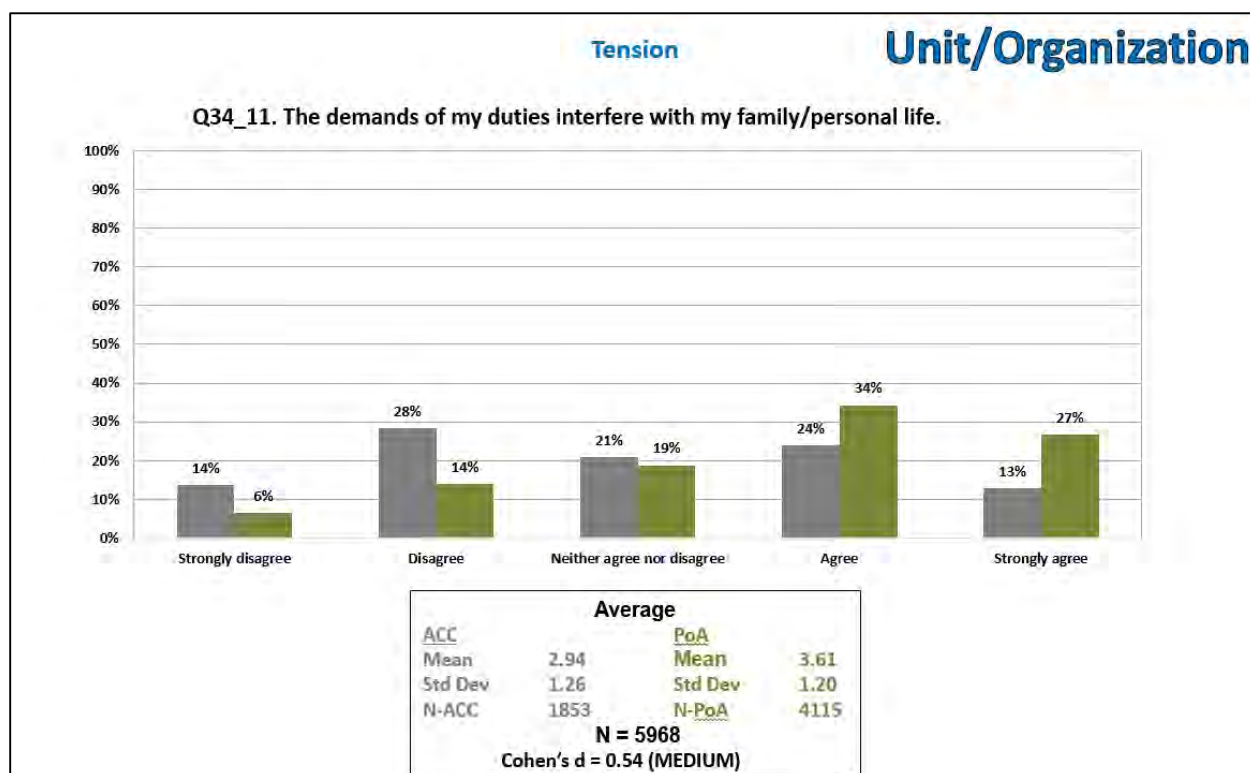


Figure 61. CASAP FY15, community of practice differences, tensions within unit/organization

Army Civilians are less likely than Soldiers to agree or strongly agree they experience tension between demands of duty and personal responsibilities. While this finding is not unexpected, it suggests that Army leaders should exercise empathy for their subordinates and assist them to find a proper balance between conduct of the mission and obligations in their lives outside their unit or organization, supporting their sense of well-being and morale.

Army Profession: This section addresses respondents' agreement with the expression of key tenets of Army Profession doctrine (ADRP 1) and the state of Trust – both with the American people (external) and within the Army Profession (internal). There is strong agreement that the Army Profession is responsible for professionally developing and certifying Soldiers and Army Civilians in character, competence, and commitment; however, there is considerable reservation about the Army Profession's ability to accurately assess results (figure 62).

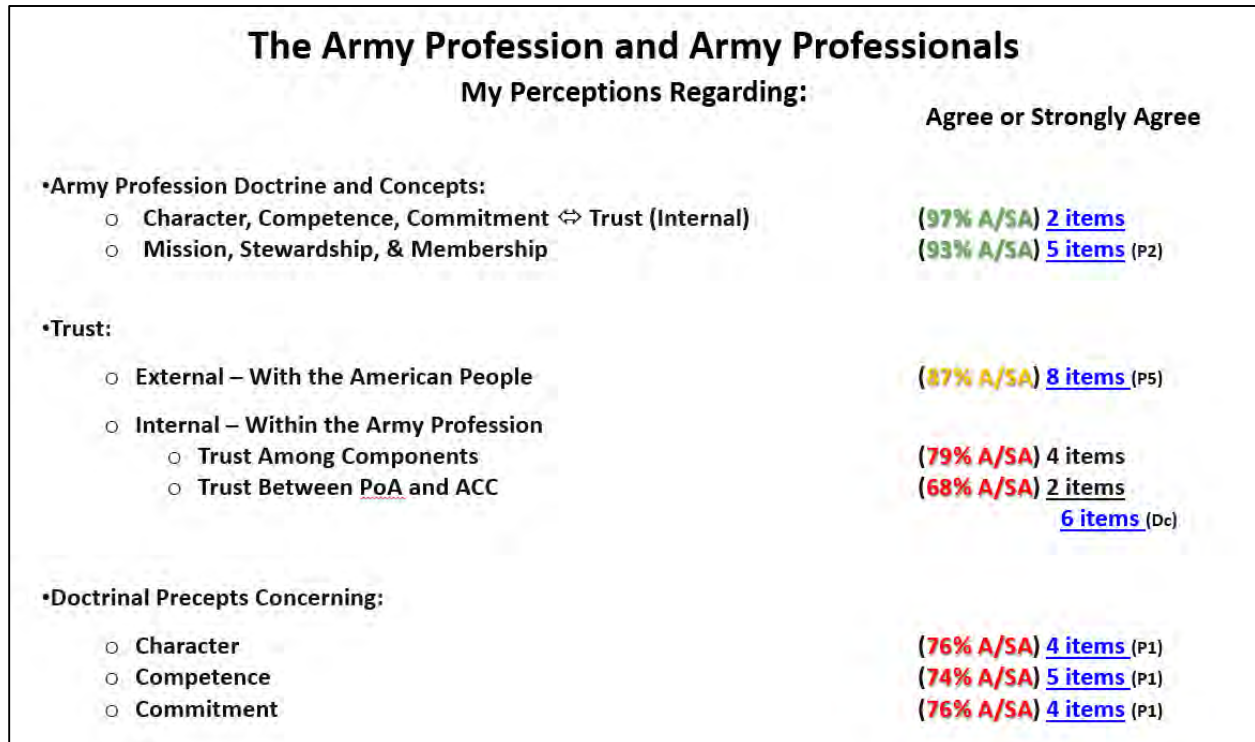


Figure 62. CASAP FY15, perceptions of the Army Profession and Army professionals

Findings regarding perceptions of the Army Profession and Army professionals reveal a high level of agreement or strong agreement with basic doctrinal precepts (figures 63, page 68; figure 64, page 69). However, there is some concern among Army professionals that the Army will honor its ethic in the conduct of the mission, reinforcing external trust with the American people (figure 66, page 71). There is also an apparent lack of internal trust based on responses from members of the Profession of Arms (Soldiers) regarding members of the Army Civilian Corps (Army Civilians). This concern also applies to internal trust among the components of the Army. See table 3.

Army doctrine (ADRP 1, Glossary) states that trust (internal) is, “reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic.” Certification is verification and validation of an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard. Certification evaluates and assesses an Army professional’s: character (dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions); competence (demonstrated ability to successfully perform duty with discipline and to standard); and commitment (resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges). Army professionals certified by these criteria develop mutual trust within cohesive teams.

These two items reflect respondents’ strong agreement with the doctrinal premise for earning and reinforcing mutual trust in cohesive teams. Essentially all respondents agree or strongly agree with these statements (figure 63).

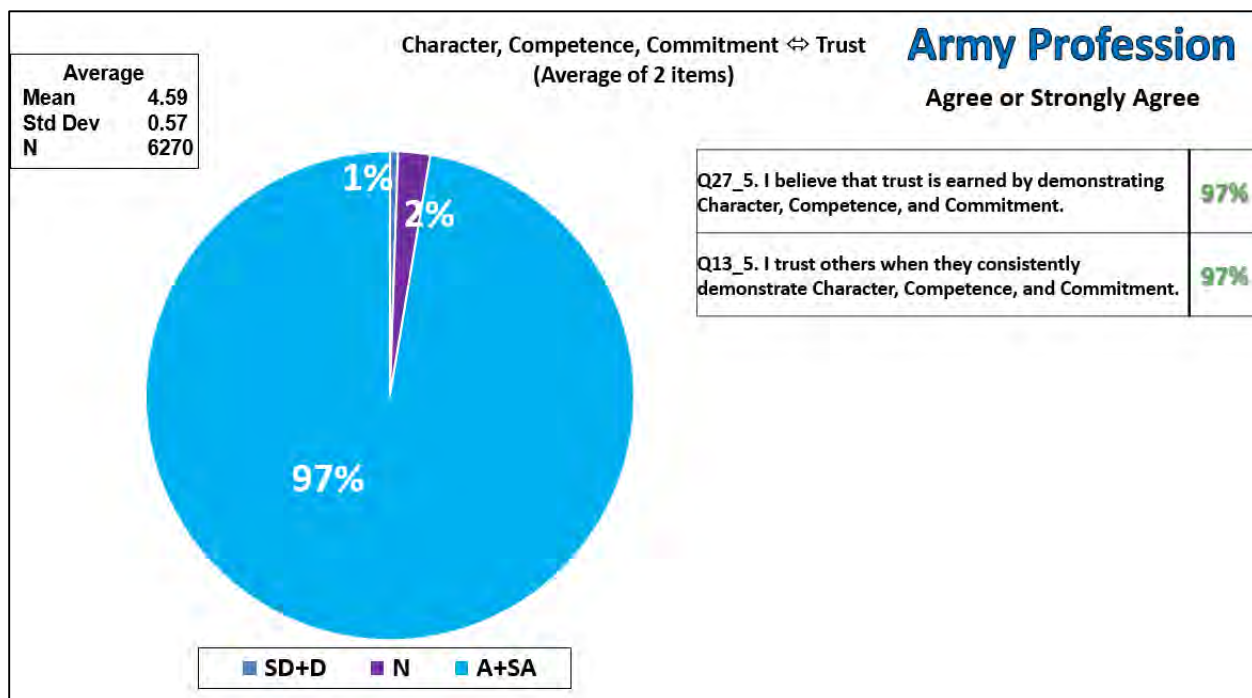


Figure 63. CASAP FY15, perceptions of Army Profession -- doctrinal concepts of trust

Army professionals express nearly unanimous agreement or strong agreement with doctrinal precepts regarding interpersonal trust – earned and reinforced through consistent demonstration of character, competence, and commitment.

Items displayed below (figure 64) provide useful feedback regarding Army professionals' understanding of Army Profession doctrine (ADRP 1). The average distribution of responses on the five items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .808

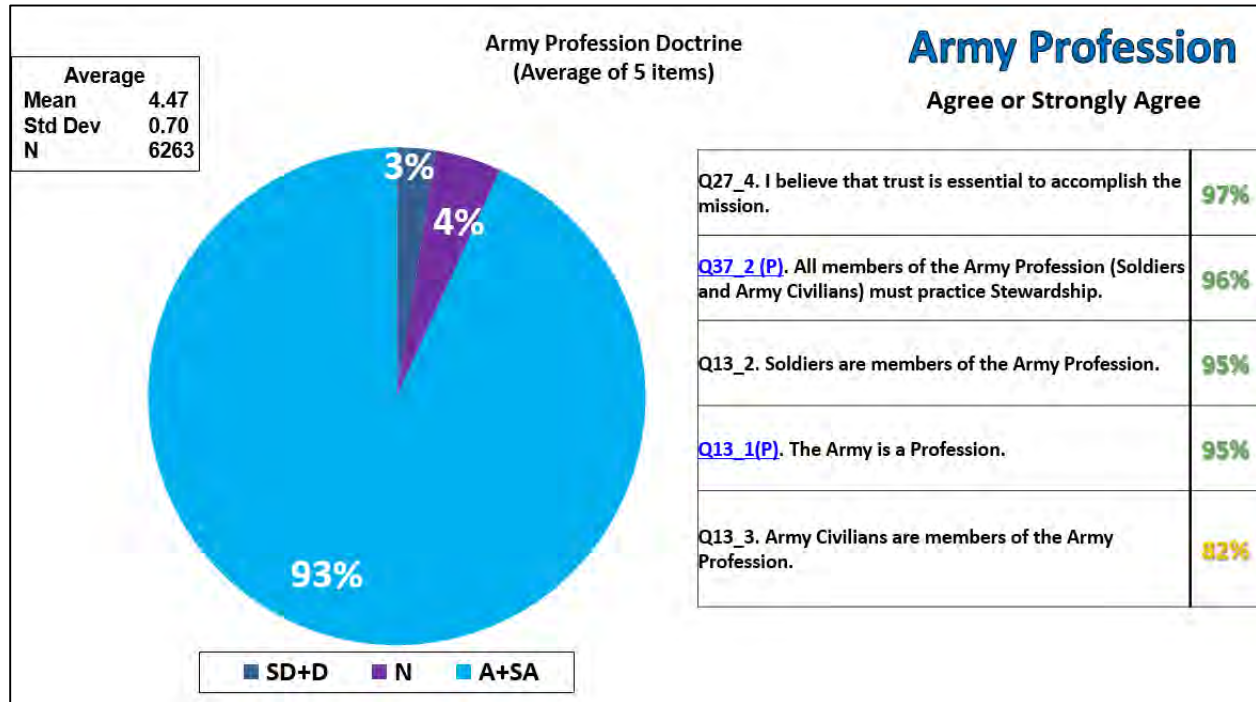


Figure 64. CASAP FY15, perceptions of Army Profession doctrine

Army professionals express high levels of agreement or strong agreement with doctrinal precepts regarding the essential nature of mutual trust in accomplishing the mission. They agree or strongly agree that each Army professional must practice stewardship within the Army Profession. There is near unanimous agreement or strong agreement that Soldiers are members of the Army Profession. However, there is less support for the doctrinal principle that Army Civilians are also members of the profession.

These two items display similar results from prior surveys (figure 65).

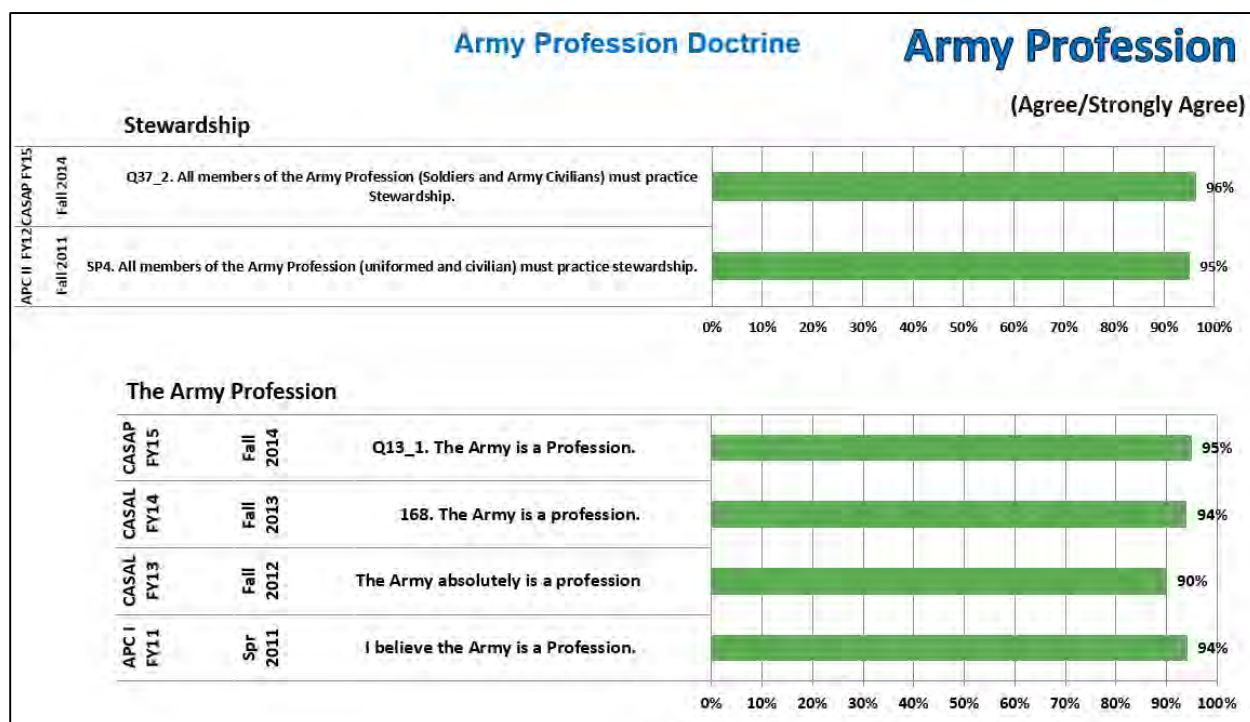


Figure 65. CASAP FY15, predecessor items, Army Profession doctrine

Support remains consistently very high regarding the importance of all members of the Army profession practicing stewardship within the profession. Similarly, there is consistent agreement or strong agreement that the Army is a profession.

Items displayed below (figure 66) address Army professionals' perceptions regarding Trust (external) with the American people. The average distribution of responses on the eight items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .857

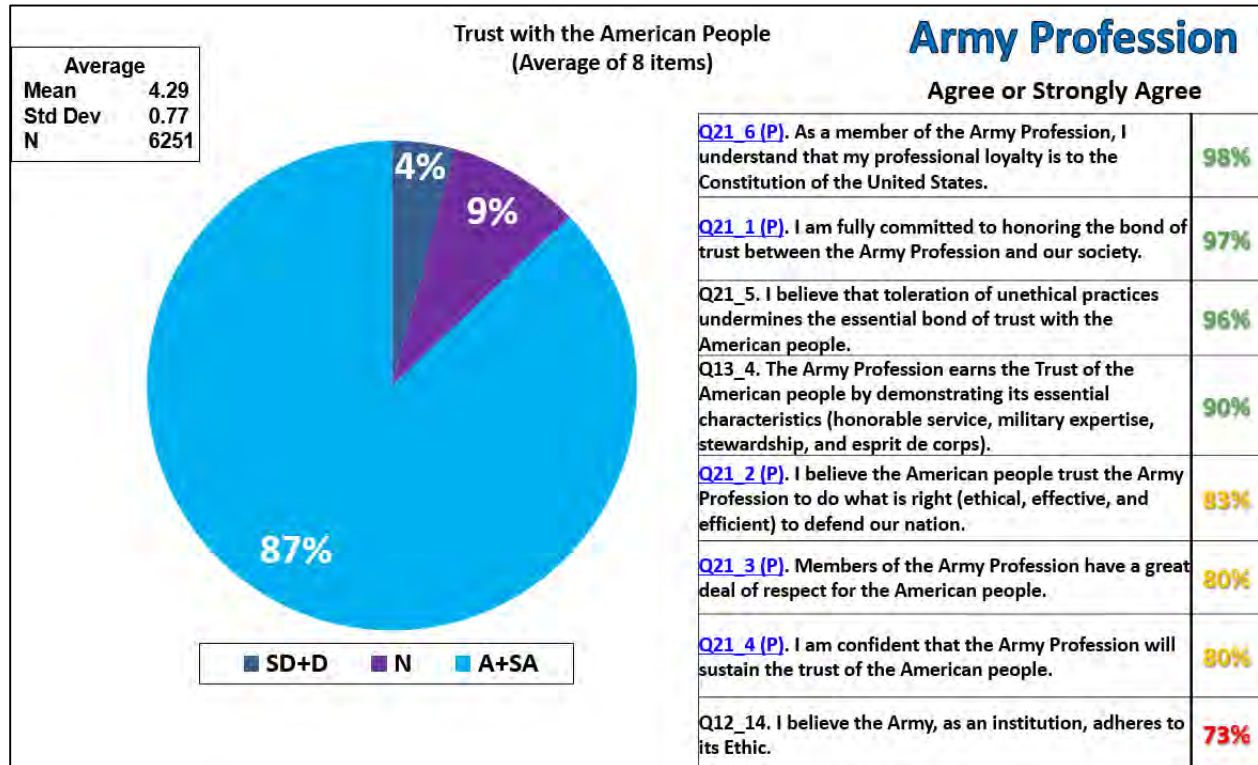


Figure 66. CASAP FY15, perceptions of trust with the American people

Army professionals are essentially unanimous in their agreement or strong agreement that their professional loyalty (i.e., "true faith and allegiance") is to the Constitution of the United States. They are equally likely to agree or strongly agree that they are committed to honoring bonds of trust with the American people. They agree or strongly agree that toleration of unethical practices compromises external trust. There is also considerable (90%) agreement or strong agreement that external trust depends on the Army Profession to demonstrate its essential characteristics of honorable service, military expertise, stewardship, and esprit de corps. However, there is considerably less confidence that the American people trust the Army to do what is right, or that Army professionals have "a great deal of respect for the American people," or that the Army Profession will sustain the trust of the American people. These results may be related to the finding that only 73% of Army professionals agree or strongly agree that the Army, as an institution, adheres to its ethic. These observations suggest the need to better understand and redress the underlying cause(s) for this lack of confidence.

These two items display similar results from prior surveys (figure 67).



Figure 67. CASAP FY15, predecessor items, trust with the American people

These findings demonstrate consistent agreement or strong agreement that professional loyalty is to the Constitution and that Army professionals are fully committed to honoring the bond of trust between the Army Profession and the American people.

These three items display results from prior surveys. Note that respondents' confidence in the Army Profession's ability to maintain the trust of the American people shows a modest decline. This difference may be due to the slight change in the wording of the item. However, the difference in the response patterns between APC Survey II and CASAP FY15, is negligible, as measured by *Cohen's d* (figure 68).

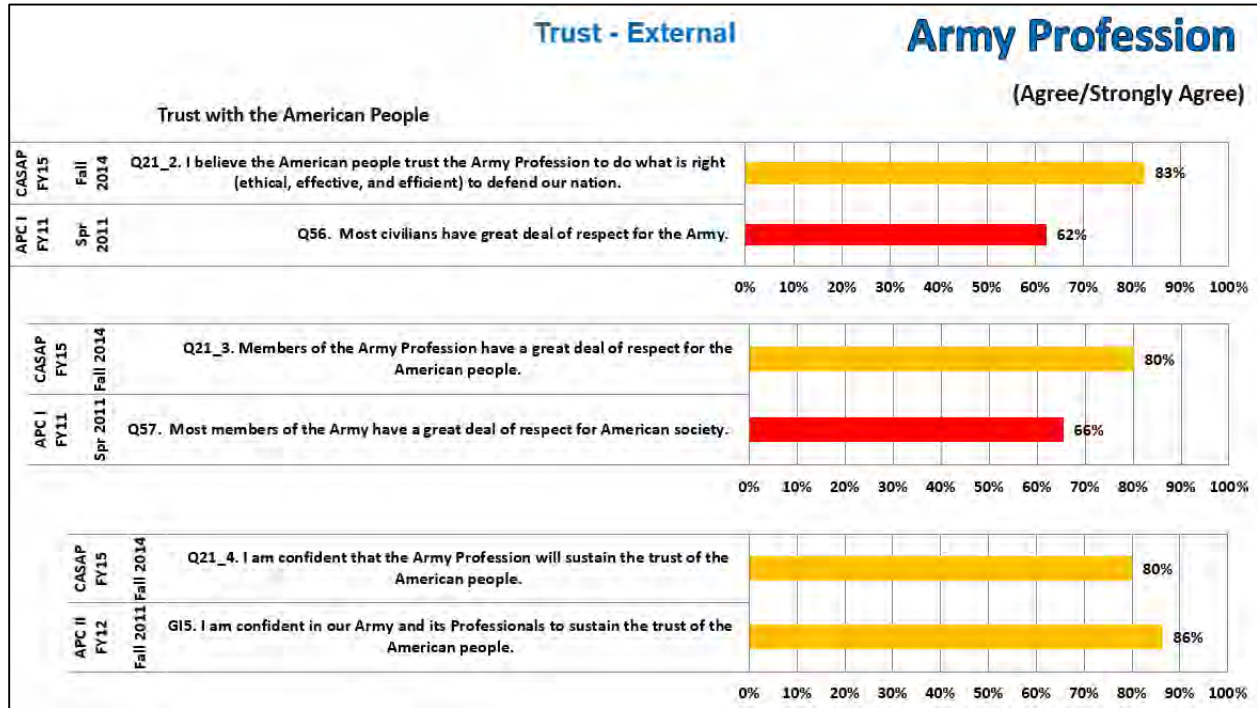


Figure 68. CASAP FY15, predecessor items, trust with the American people

While these differences may be partially attributed to rewording of the items, they are nonetheless in a positive direction regarding Army professionals' perceptions that the American people trust/respect the Army and that Army professionals respect the American people or our society. There is a small diminution in perception that the Army Profession will sustain the trust of the American people. However, this difference is small (as measured by *Cohen's d* = .12). This modest change may be due to rewording of the item between APC Survey II and CASAP FY15.

Items displayed below (figure 69) address Army professionals' perceptions regarding Trust (internal) between the communities of practice (Profession of Arms and Army Civilian Corps) and the components (Active, National Guard, and Army Reserve). The average distribution of responses on the six items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N).

Cronbach's Alpha = .896

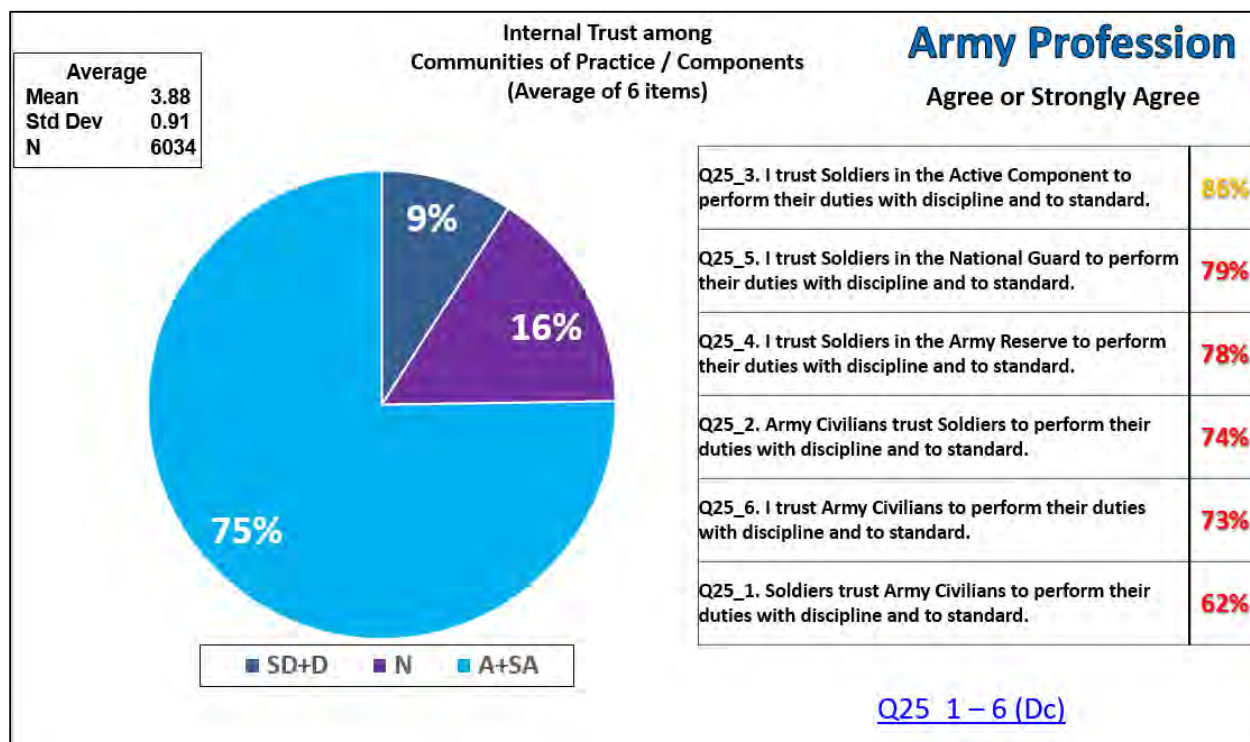


Figure 69. CASAP FY15, perceptions of trust between communities of practice & among components

Internal trust between communities of practice and among the components, as represented by respondents' agreement or strong agreement on these items is an area requiring strengthening and remediation. The results may reflect a lack of understanding and empathy for circumstances attendant to service outside of one's own community or component.

The four items collected below (upper section, Table 3) address respondents' perceptions of trust in Soldiers of each component (Active, Army Reserve, National Guard) and Army Civilians. Level of trust is least strong when the respondent is an active component Soldier. The two items addressed in the lower portion of the table assess perceptions of trust between Soldiers and Army Civilians. These results are worthy of further review and may indicate a need for explicit action to increase the opportunity for units, organizations, and individuals in the Profession of Arms and the Army Civilian Corps to work together in training, education, and operations to increase mutual trust, shared understanding, and cohesion – all essential to success under the philosophy and doctrine of Mission Command.

Table 3. CASAP FY15, differences, trust between communities of practice & among components

Internal Trust among

Components / Communities of Practice

Army Profession

• Trust among Army Profession components:

➤ I Trust Soldiers of the Active Component

➤ I Trust Soldiers of the Army National Guard

➤ I Trust Soldiers of the US Army Reserve

➤ I Trust Army Civilians

(86% A/SA)

(79% A/SA)

(78% A/SA)

(73% A/SA)

% A+SA	Component				
Item	Active	Reserve	Guard	ACC	AVG
Q25_3. I trust Soldiers in the Active Component to perform their duties with discipline and to standard.	88	89	82	88	86
Q25_5. I trust Soldiers in the National Guard to perform their duties with discipline and to standard.	66	81	90	79	79
Q25_4. I trust Soldiers in the Army Reserve to perform their duties with discipline and to standard.	67	86	80	81	78
Q25_6. I trust Army Civilians to perform their duties with discipline and to standard.	63	73	72	82	73

• Trust between PoA & ACC

➤ Army Civilians Trust in Soldiers

➤ Soldiers Trust in Army Civilians

(74% A/SA)

(62% A/SA)

% A+SA	Component				
Item	Active	Reserve	Guard	ACC	AVG
Q25_2. Army Civilians trust Soldiers to perform their duties with discipline and to standard.	64	72	75	82	74
Q25_1. Soldiers trust Army Civilians to perform their duties with discipline and to standard.	55	67	66	64	62

Soldiers of the active component are least likely to express agreement or strong agreement with items addressing trust in others, whether Army Civilians or Soldiers in other components. While 88% of active Soldiers place trust in other active Soldiers, only about 2/3^{ds} of active Soldiers agree or strongly agree they trust reserve component Soldiers or Army Civilians. These findings deserve attention by Army leaders at all levels, suggesting a need to increase opportunities for active Soldiers to interact with reserve component Soldiers. The responses to item Q25_1 indicate a need to reinforce the level of trust between Soldiers in all components and members of the Army Civilian Corps.

Items displayed below (figure 70) address Army professionals' perceptions regarding character, a criterion for certification. The average distribution of responses on the four items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). It is noteworthy that essentially all respondents agree or strongly agree with the operational definition of character. A significant majority agree or strongly agree that the Army Profession has the responsibility to professionally develop Soldiers and Army Civilians in character. However, there is much less support for the view that the Army Profession is successful in developing and certifying its members as Soldiers and Army Civilians of character.

Cronbach's Alpha = .803

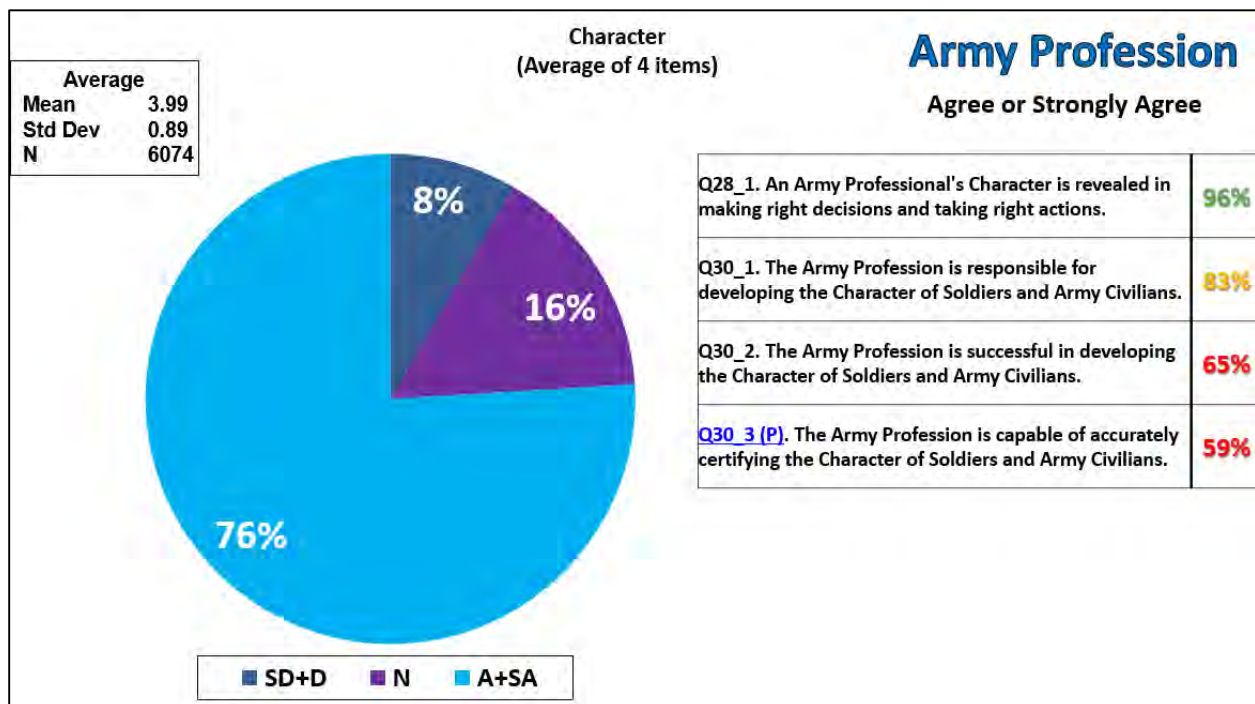


Figure 70. CASAP FY15, character and certification

There is strong support for the operational definition of character (96%), as stated in ADRP1; and there is substantial agreement or strong agreement that the Army Profession is responsible for developing character in Soldiers and Army Civilians (83%). However, there is far less confidence that the Army Profession is successful at developing and certifying Army professionals' ability to make right decisions and take right action.

The single item in this group for which there is a similar predecessor from the CASAL FY 13 is displayed below. While the difference in the result is in the desired direction, the wording of the two items is not the same and the response scale differs, as well (figure 71).

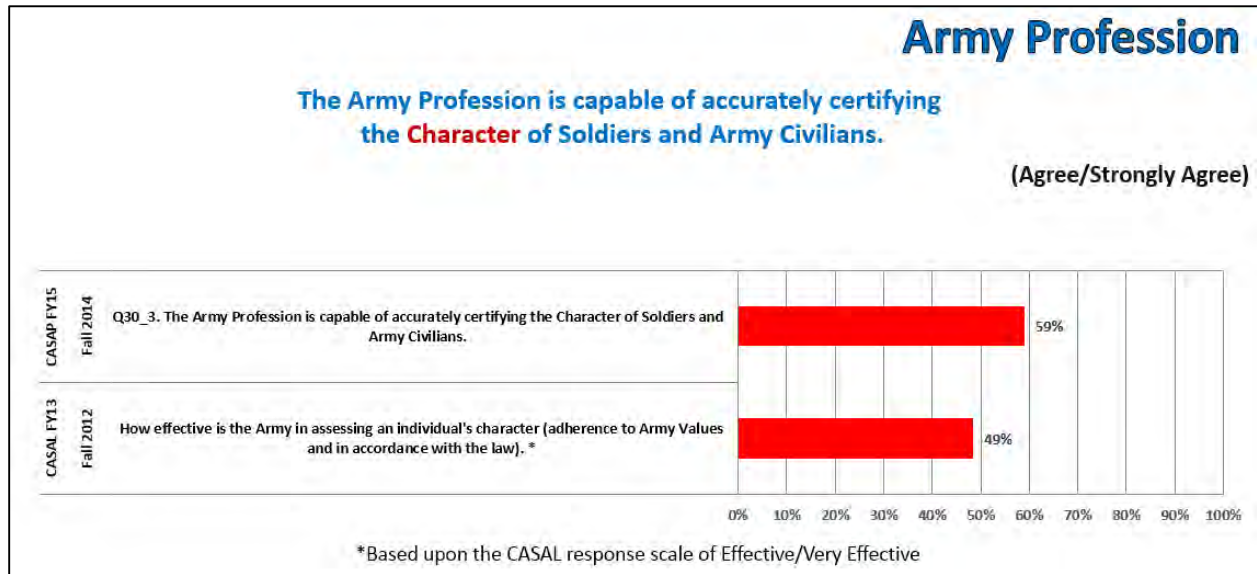


Figure 71. CASAP FY15, predecessor item, character and certification

The difference in these results may be due to rewording of the item. In any case, the change is in a positive direction; and this is an area where the Army Profession must continue to strengthen and remediate its perceived ability to develop both Soldiers and Army Civilians in character.

Items displayed below (figure 72) address Army professionals' perceptions regarding competence, a criterion for certification. The average distribution of responses on the five items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). It is noteworthy that essentially all respondents agree or strongly agree with the operational definition of competence. However, there is less support for the view that the Army Profession is successful at professionally developing and certifying the competence of its Soldiers and Army Civilians.

Cronbach's Alpha = .889

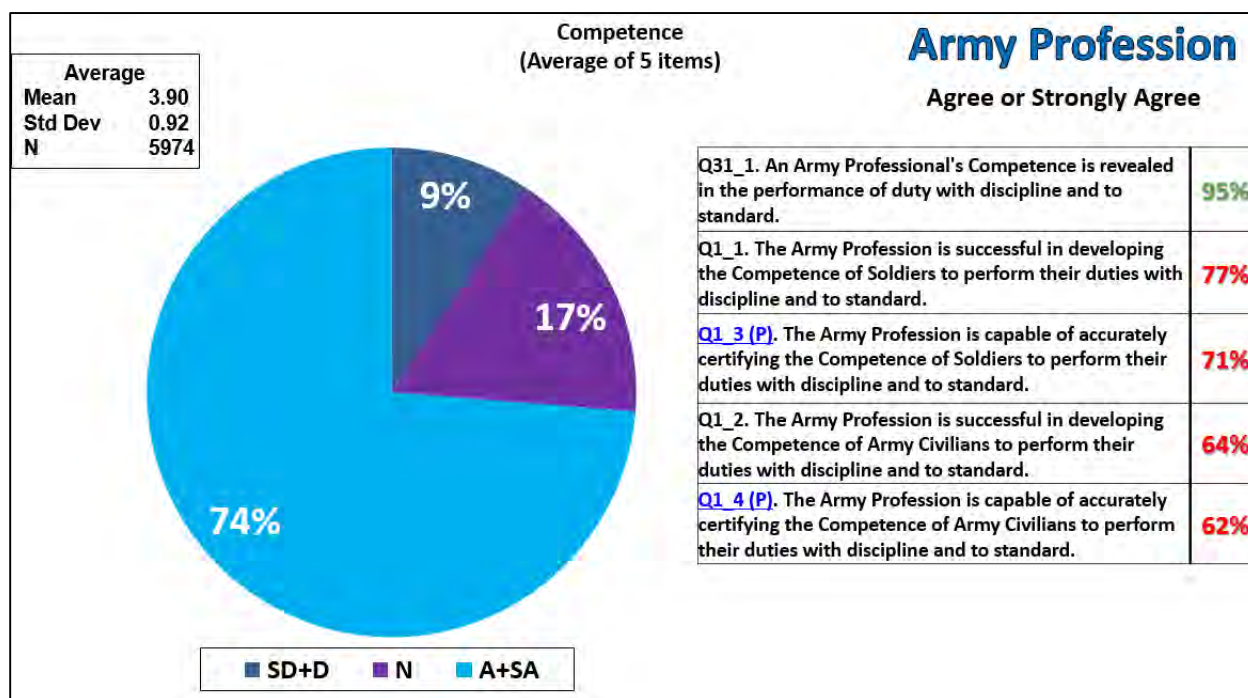


Figure 72. CASAP FY15, competence and certification

As with the finding addressing the operational definition of character (figure 70, page 76), there is strong support for the perspective that competence is revealed in disciplined performance of duty that is to standard. However, there is far less agreement or strong agreement that the Army is successful at the developing and certifying the competence of Soldiers and Army Civilians.

The two CASAL FY15 items listed below address accurate certification of Soldiers and Army Civilians in competence. A single predecessor item from CASAL FY 13 is shown in contrast. While the change is in the desired direction, the differences may be due to the wording of the items and the response scale (figure 73).

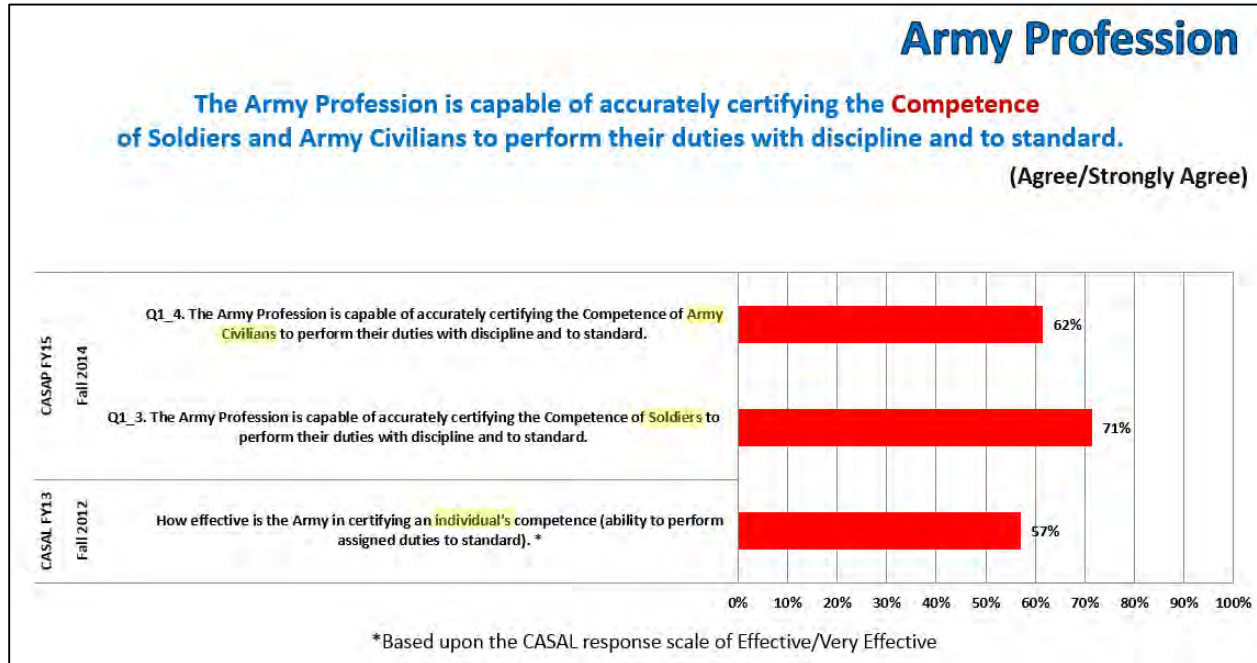


Figure 73. CASAP FY15, predecessor item, competence and certification

There is greater support for the view that the Army is more effective at certifying the competence of Soldiers than Army Civilians. The difference in the results between CASAL FY13 and CASAP FY15 is probably attributable to the rewording of the item(s).

Items displayed below (figure 74) address Army professionals' perceptions regarding commitment, a criterion for certification. The average distribution of responses on the four items in this group is displayed on the imbedded "pie graphic." Also displayed are the average (mean score on the 1-5 Likert Scale), the standard deviation (Std Dev), and the number of respondents (N). It is noteworthy that essentially all respondents agree or strongly agree with the operational definition of commitment. A meaningful majority agree or strongly agree that the Army Profession should professionally develop Soldiers and Army Civilians in commitment. However, there is less support for the view that the Army Profession is successful at professionally developing and certifying the commitment of its Soldiers and Army Civilians. *Cronbach's Alpha = .817*

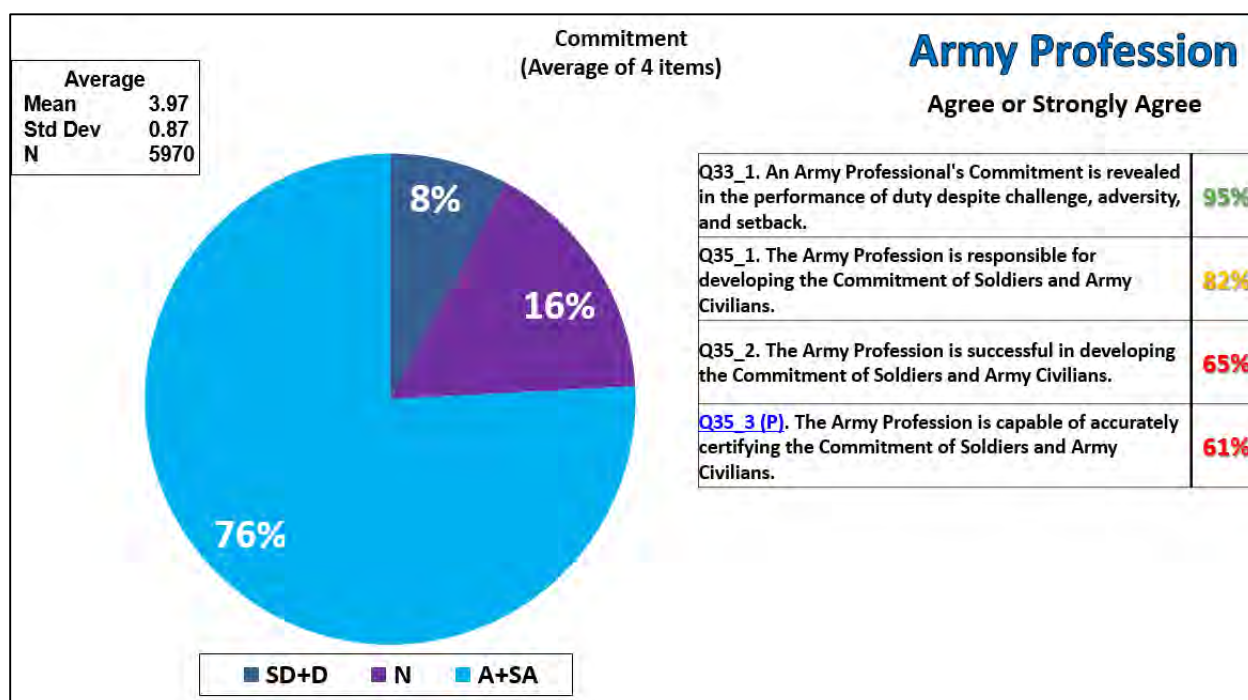


Figure 74. CASAP FY15, commitment and certification

These results are similar to those regarding the certification criteria for character and competence. Army professionals' agree or strongly agree that commitment is revealed in perseverance through challenge, adversity, and setback – demonstrating both resolve to complete the mission and the resilience to overcome the obstacles along the way. There is understanding that the Army Profession is responsible for developing commitment – providing inspiration and motivation. However, there is far less agreement or strong agreement that the profession is successful at developing and certifying Army professionals in this certification criterion.

The single item in this group for which there is a predecessor showing similar results from CASAL FY 13 is shown below.

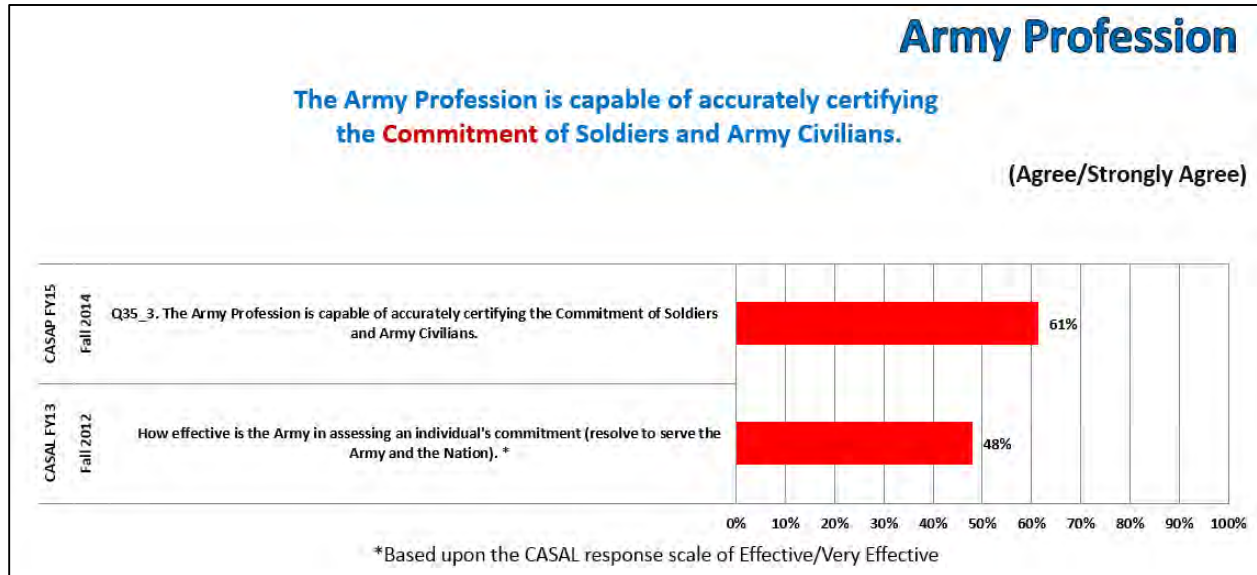


Figure 75. CASAP FY15 predecessor item, commitment and certification

This change is in a positive direction and efforts to strengthen and remediate the finding should continue. Army leaders at all levels must inspire and motivate their subordinates to embrace and accomplish the mission and to evaluate their success in doing so.

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Summary of Findings

The CASAP FY15 survey design focused on the FY15/16 America's Army – Our Profession, "Living the Army Ethic," *Why and How We Serve*. It addressed respondents' perceptions of the doctrinal principles of the Army Profession within their units and organizations (including mutual trust in cohesive teams). It captured supporting perspectives on key tenets, including the moral-principles of the Army Ethic and the shared identity of Soldiers and Army Civilians as *Trusted Army Professionals* (the concept for CASAP FY15 is depicted at figures A-8, 9, 10, pages 93-95).

Results from CASAP FY15 provide insights regarding the "State of the Army Profession" from the perspective of a statistically sufficient random, stratified sample of Army professionals (Soldiers and Army Civilians) representing the Total Army (with an overall confidence level of 95% and confidence Interval of plus or minus 1.2%). Principal findings are summarized in figure 76.

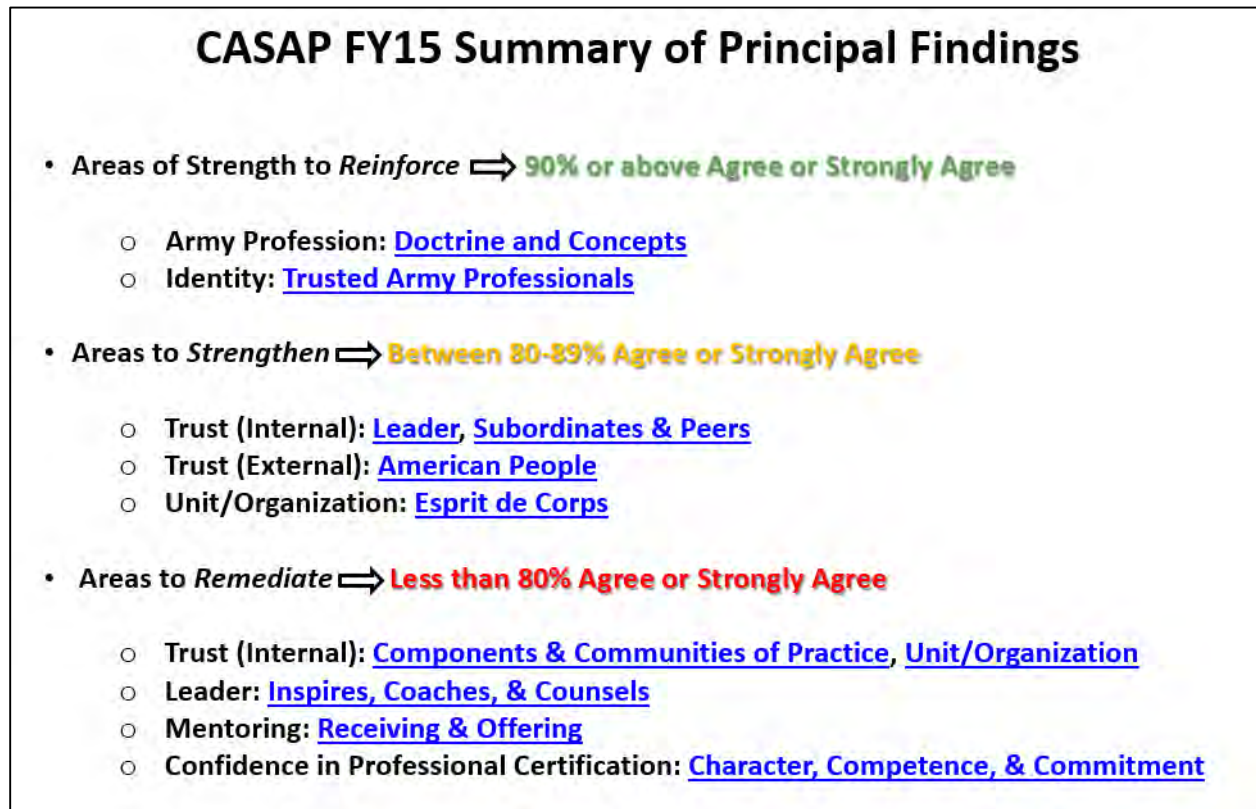


Figure 76. CASAP FY15, summary of principal findings

The Army Profession should reinforce success with respect to promulgating its doctrine and sense of shared professional identity. Perceptions of internal and external trust and the state of esprit de corps should be strengthened. Trust among the communities of practice, perceptions of the leader's ability to coach, council, and mentor and confidence in certification require remediation.

Trust in Leader (figure 7, page 17):

Regarding perspectives on one's leader (immediate supervisor) and mutual trust, approximately 83% of subordinates agree or strongly agree they trust their leader and that their leader places trust in them. However, the percentage who agree or strongly agree that their leader is a "source of inspiration and motivation" is at 73%.

If in the past respondents distrusted their leaders (immediate supervisor), the likelihood is about even that the principal cause was a demonstrated lack of character, or competence, or commitment -- alone or in some combination. This finding supports overall respondents' agreement or strong agreement with the view that trust is earned and strengthened through consistent demonstration of the Army Profession certification criteria; and that failure in any of these compromises trust.

Trust in Subordinates and Peers (figure 19, page 29):

Overall, 87% of Soldiers and Army Civilians agree or strongly agree that they trust their subordinates; and 83% believe their subordinates "live by and uphold the Army Ethic." Trust in peers and the belief they "live by and uphold the Army Ethic" is slightly lower at 83% and 80%, respectively.

Shared identity and commitment to the Army Profession (figure 27, page 35; figure 28, page 36):

Respondents expressed agreement or strong agreement (94%) that they embrace their shared identity as *Trusted Army Professionals* (Honorable Servants, Army Experts, Stewards).

They affirm commitment to: be courageous and perform duty (98%); professional development and lifelong learning (97%); lead by example (97%); and to "live by and uphold the Army Ethic" (92%).

They agree or strongly agree that they conduct the mission and approach their duty as a "Calling to Honorable Service"; and they believe their life has purpose and meaning" (95%).

There are four items with small differences between Soldiers and Army Civilians and three between men and women. These differences are to be expected, considering the topic and wording of the items, and provide evidence that respondents, overall, are reading the items carefully and reflecting on their responses.

Regarding the likelihood of receiving mentoring or being a mentor for another, Soldiers are more likely to report both that they have a mentor and are serving as mentor. This finding suggests that some effort is required to help ensure this important facet of self-development and stewardship is more widely available and practiced within the Army Profession.

Perceptions of Unit/Organization Mutual Trust and Cohesive Teamwork (figure 47, page 55):

In this section, 27 items address perceptions that the unit or organization -- as a team -- is committed to "Living the Army Ethic," accomplishing the mission, demonstrating Esprit de Corps ("Winning Spirit"), providing mutual support, and conducting Army Profession training and education.

About 80% of Soldiers and Army Civilians agree or strongly agree that their team is committed to persevering to accomplish the mission – in the right way, while demonstrating regard for customs, courtesies, and traditions. These results are a positive change from previous surveys (2 items) and there is only a small difference between the response patterns of men and women regarding toleration of misconduct.

However, there is meaningful perception of tension between “loyalty” to the team and doing what is “right” (only 39% disagree or strongly disagree they have experienced this tension). This result is the same for Soldiers, Army Civilians, regardless of gender. Over 70% of respondents find that demands of duty interfere with personal responsibilities to family or other obligations. Soldiers are more likely to express this concern than are Army Civilians; and men are more likely than women.

Army Profession Doctrine, Perceptions of Trust with the American People and among Communities of Practice/Components (figure 62, page 67):

A substantive majority of Army professionals (93-97%) agree or strongly agree with key tenets of Army Profession doctrine regarding: internal trust (earned through consistent demonstration of character, competence, and commitment – and essential to accomplish the mission); the Army is a profession; and stewardship is a shared responsibility of all Soldiers and Army Civilians.

Army professionals (98%) express agreement or strong agreement that their professional loyalty is to the Constitution. They are committed to honoring the bond of trust between the Army and the American people (97%). They understand that condoning unethical practices will compromise external trust (96%); and they know that earning the trust of the people requires that the Army demonstrate its essential characteristics as it accomplishes its missions (90%).

However, there is meaningful difference between Army professionals’ shared understanding of and commitment to these ideals and their expressed confidence in the Army Profession to live up to them (figure 66, page 71).

There is also indication that internal trust between Soldiers and Army Civilians and Soldiers among the components is in need of strengthening through increased interaction in training, operations, and assignments. Mutual trust, empathy, and respect are strengthened through shared experiences, fostering a shared vision and understanding (Table 3).

Certification of Army Professionals (figure 70, page 76; figure 72, page 78; figure 74, page 80):

Essentially all Soldiers and Army Civilians agree or strongly agree (95-97%) that character, competence, and commitment are demonstrated in decisions and actions, and that all are essential to trust. They also agree or strongly agree (97%) that trust is essential to accomplish the mission.

A substantive majority agree or strongly agree (82%) that the Army Profession has a responsibility to professionally develop its members against these certification criteria. However, there is much less

support for the view that the Army Profession is successful in developing (68%) and certifying (63%) its members as *Trusted Army professionals*.

Soldiers and Army Civilians embrace their shared identity as *Trusted Army professionals* and express their commitment to “live by and uphold the Army Ethic” in accomplishing the mission, performing their duty, and in all aspects of life. They are committed to reinforcing the essential bond of trust with the American people and to reinforcing internal trust by demonstrating their character, competence, and commitment.

However, there is a perceived need to strengthen trust, both externally and internally. Coaching, counseling, and mentoring – key to professional development and stewardship -- also require attention and improvement. Certification, a doctrinal responsibility of the Army Profession, deserves attention and steady strengthening.

CASAP FY15 Results

- **Confirm perceptions of key issues as discussed by Army senior leaders at APAS.**
- **Support the *Not in My Squad* initiative as a means to strengthen mutual trust through the lens of the Army Profession. CASAP FY16 can begin to assess the initial roll out of NIMS.**
- **Affirm the importance of moving forward with the Character Development Project.**
- **Provide focus for the *America’s Army – Our Profession* education and training program themes and products.**

Figure 77. CASAP FY15, results

These findings support and confirm perceptions of senior Army Leaders as discussed at the Secretary of the Army and Chief of Staff of the Army, Army Profession Annual Symposium, 27-28 July 2015, held at West Point, NY.

They substantiate the need to achieve the goal of the “Not In My Squad” initiative, as announced by the Sergeant Major of the Army, to strengthen the professional climate and mutual trust in cohesive teams.

They provide focus for training and education supporting the America’s Army – Our Profession, program, both for FY 16 “Living the Army Ethic,” *Why and How We Serve* and in the future.

They also affirm the importance of moving forward with the Army Profession and Leader Development Forum approved initiative to articulate a concept and doctrine for Character Development and professional certification.

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Appendix A

CASAP FY15 Background Documentation

Introductory Memorandum



	<p>DEPARTMENT OF THE ARMY U.S. ARMY COMBINED ARMS CENTER AND FORT LEAVENWORTH 415 SHERMAN AVENUE UNIT 1 FORT LEAVENWORTH, KANSAS 66027-2300</p>
<p>REPLY TO ATTENTION OF</p>	
<p>ATZL-MCE</p>	<p>12 December 2014</p>
<p>MEMORANDUM FOR Center for the Army Profession and Ethic Annual Survey of the Army Profession (CASAP) Participants</p>	
<p>SUBJECT: Assessment of the Army Profession</p>	
<p>1. All of us, Soldiers and Army Civilians, are responsible Stewards of the Army Profession. Through our decisions and actions, we must continuously reinforce Trust with the American people and with each other. We are expected to take care of each other, our Army Family, and the resources we are provided to accomplish our missions.</p> <p>2. As an essential component of Stewardship, we continuously assess the <i>State of the Army Profession</i>. In this regard, we need your candid, confidential perspectives – your insights and opinions; these will help inform senior Army leaders concerning present strengths and weakness within the Army Profession. This understanding will assist us in developing policies and practices to strengthen both the characteristics of our profession and our Army culture of Trust.</p> <p>3. I thank you for your voluntary participation in this important survey and for your continuing Honorable Service to our Nation.</p>	
 <p>ROBERT B. BROWN Lieutenant General, USA Commanding</p>	

Figure A-1. Assessment of the Army Profession Memorandum to Soldiers and Army Civilians

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CASAP FY15 Sampling and Response Data

Active Army						
Rank	2014 Rank Pop	# / Rank for 95% Confidence with CI=5%	Sample	Number of Respondents	Response Rate	Confidence Level 95% CI (+/-)
COL	4296	353	318	78	25%	11%
LTC	9740	370	525	120	23%	9%
MAJ	17139	376	1218	177	15%	7%
CPT	29316	379	1976	183	9%	7%
1LT	14117	374	1126	80	7%	11%
2LT	6552	363	860	22	3%	21%
CSM	1599	310	296	74	25%	11%
SGM	1925	320	296	74	25%	11%
1SG	4069	302	443	51	12%	13%
MSG	7782	313	443	65	15%	12%
SFC	38640	350	2220	189	9%	7%
SSG	60018	382	1667	101	6%	10%
SGT	73636	382	4231	137	3%	8%
CPL SPC	115510	383	8824	127	1%	8%
PFC	51506	381	7859	40	1%	15%
W01	1977	322	571	39	7%	16%
CW2	6436	363	1477	85	6%	11%
CW3	4155	352	950	85	9%	11%
CW4	2209	327	571	76	13%	11%
CW5	661	243	270	66	24%	11%
TOTAL	451283	384	36141	1869	5%	2%

Figure A-2. Sampling Plan and Response Data – Active Army

USAR						
Rank	2014 Rank Pop	# / Rank for 95% Confidence with CI=5%	Sample	Respondents	Response Rate	Confidence Level 95% CI (+/-)
COL	1851	318	323	48	15%	14%
LTC	5488	359	661	62	9%	13%
MAJ	6898	350	1329	66	5%	12%
CPT	10501	371	1849	66	4%	12%
1LT	4988	357	848	21	2%	21%
2LT	2543	334	661	10	2%	31%
CSM	758	255	179	18	10%	23%
SGM	804	260	188	16	9%	24%
1SG	1280	296	243	30	12%	18%
MSG	4261	352	811	53	7%	13%
SFC	14941	375	2845	88	3%	10%
SSG	20425	377	1797	43	2%	15%
SGT	28173	379	4464	51	1%	14%
CPL SPC	58017	382	11682	33	0%	17%
PFC	16984	376	3835	3	0%	57%
W01	401	196	144	4	3%	49%
CW2	1447	304	455	22	5%	21%
CW3	776	257	193	12	6%	28%
CW4	562	228	133	13	10%	27%
CW5	97	78	13	2	15%	69%
TOTAL	181195	376	32653	661	2%	4%

Figure A-3. Sampling Plan and Response Data – USAR

ARNG

Rank	2014 Rank Pop	# / Rank for 95% Confidence with CI=5%	Sample	Number of Respondents	Response Rate	Confidence Level 95% CI (+/-)
COL	1498	306	404	79	20%	11%
LTC	3666	348	614	94	15%	10%
MAJ	6714	363	1352	183	14%	7%
CPT	10640	371	1452	107	7%	9%
1LT	8563	368	1297	64	5%	12%
2LT	5434	359	1553	44	3%	15%
CSM	926	272	267	68	25%	11%
SGM	1119	286	323	90	28%	10%
1SG	2673	336	691	96	14%	10%
MSG	4787	356	691	104	15%	10%
SFC	21809	378	3105	312	10%	6%
SSG	40102	381	2422	147	6%	8%
SGT	64082	382	6111	163	3%	8%
CPL SPC	90363	383	13035	88	1%	10%
PFC	39037	380	6358	13	0%	27%
W01	1125	287	444	36	8%	16%
CW2	3521	346	1435	122	9%	9%
CW3	2054	324	799	123	15%	9%
CW4	1493	306	591	104	18%	9%
CW5	384	192	146	44	30%	14%
TOTAL	309990	384	43090	2081	5%	2%

Figure A-4. Sampling Plan and Response Data – ARNG

Army Civilian Corps						
Grade	2014 Grade Pop	# / Grade for 95% Confidence with CI=5%	Sample	Number of Respondents	Response Rate	Confidence Level 95% CI (+/-)
<=GS9*	36055	380	1386	255	18%	6%
GS10	2521	333	1189	185	16%	7%
GS11	29074	379	1450	326	22%	5%
GS12	34497	380	1379	314	23%	6%
GS13	24323	378	1395	336	24%	5%
GS14	8333	367	1213	305	25%	6%
GS15	2641	335	1328	341	26%	5%
TOTAL	137444	383	9340	2062	22%	2%

<=GS9* (GS=9,8,7)

Figure A-5. Sampling Plan and Response Data – ACC

Component	2014 Pop	# for 95% Confidence with CI=5%	Sample	Number of Respondents	Response Rate	Confidence Level 95% CI (+/-)
Active	451283	384	36141	1869	5%	2.3%
Reserve	181195	383	32653	661	2%	3.8%
Guard	309990	384	43090	2081	5%	2.1%
Total PoA	942468	384	111884	4611	4%	1.4%
ACC	137444	383	9340	2062	22%	2.1%
Total AP	1079912	384	121224	6673	5.50%	1.2%

Army Profession	2014 Population	Sample	Number of Respondents	Response Rate	Confidence Level 95% CI (+/-)
Profession of Arms	942468	111884	4611	4%	1.4%
Army Civilian Corps	137444	9340	2062	22%	2.1%
Total AP	1079912	121224	6673	5.50%	1.2%

Figure A-6. Sampling Plan and Response Data – Communities of Practice and Components

Gender			Respondents			
	Active	National Guard	Reserve	Army Civilian Corps	Total	Confidence Level 95% CI (+/-)
Male	1606	1802	544	1355	5307	1.3%
Female	241	261	115	697	1314	2.7%
TOTAL	1847	2063	659	2052	6621	1.2%

Gender			Population		
	Active	National Guard	Reserve	Army Civilian Corps	Total
Male	425908	293999	152044	140294	1012245
Female	68873	55882	45082	82458	252295
TOTAL	494781	349881	197126	222752	1264540

Figure A-7. Response Data – Gender and Components

CASAP FY15 Survey Design

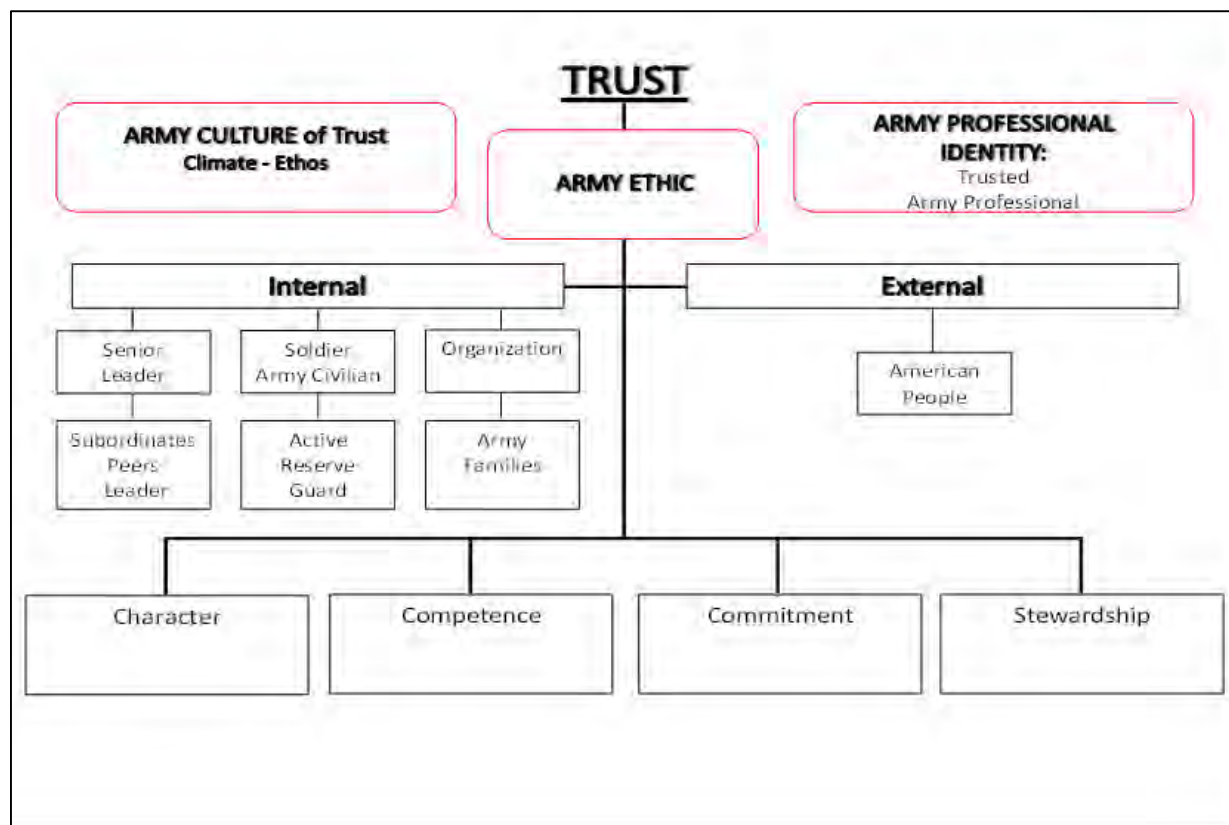


Figure A-8. Concept for CASAP FY15 -- Assessment of the State of the Army Profession

Army Profession (Mission-Team) Trusted Army Professional (Duty-Identity)

Army Profession (Mission-Team) Military vocation, entrusted to support and defend the Constitution of the United States and its National interests, under Civilian Authority, through the ethical, effective, and efficient application of landpower	Trust (External) The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently. Consistent demonstration of HS, ME, ST, EdC	Honorable Service Support & Defend the Constitution IAW National Values and the Army Ethic	Military Expertise DOTMLPF-P Ethical Design, Generation, Support, and Application of Landpower m-t-p-c-m-e,h-Id	Stewardship Strengthen the Profession; Establish Policy, Programs, Systems, and Processes; Manage Resources, Facilities, & Installations	Esprit de Corps Army Culture of Trust; Customs, Courtesies, & Traditions; Army Ethos
Trusted Army Professional (Duty-Identity) A member of the Army Profession (Soldier-Army Civilian) who meets the certification criteria in Character, Competence, & Commitment	Trust (Internal) Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic. Consistent demonstration of C,C,C	Honorable Servant (Character) Dedication and adherence to the Army Ethic , including Army Values, as consistently and faithfully demonstrated in decisions and actions	Army Expert (Competence) Demonstrated ability to successfully perform Duty with discipline and to standard	Steward (Commitment) Resolve to contribute Honorable Service to the Nation and accomplish the mission despite adversity, obstacles, and challenges Coach, Counsel, Mentor; Uphold Standards & Discipline	Morale Winning Spirit; Warrior Ethos; Army Fit; Ready & Resilient

Army Professional Development: Education, Training, Experience

Figure A-9. Characteristics of the Army Profession and Identity -- *Trusted Army Professionals*



Figure A-10. Mutual Trust through Living our Shared Identity – *Trusted Army Professionals*

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Appendix B

Explanation and Interpretation of Statistical Indices

The interpretation of *Cohen's d*

Cohen's Standard	Effect Size	Percentile Standing	Percent of Nonoverlap
	2.0	97.7	81.1%
	1.9	97.1	79.4%
	1.8	96.4	77.4%
	1.7	95.5	75.4%
	1.6	94.5	73.1%
	1.5	93.3	70.7%
	1.4	91.9	68.1%
	1.3	90	65.3%
	1.2	88	62.2%
	1.1	86	58.9%
	1.0	84	55.4%
	0.9	82	51.6%
LARGE	0.8	79	47.4%
	0.7	76	43.0%
	0.6	73	38.2%
MEDIUM	0.5	69	33.0%
	0.4	66	27.4%
	0.3	62	21.3%
SMALL	0.2	58	14.7%
	0.1	54	7.7%
NEGLIGIBLE	0.0	50	0%

Cohen (1988) ¹ hesitantly defined effect sizes as "small, $d = .2$," "medium, $d = .5$," and "large, $d = .8$ ", stating that "there is a certain risk in inherent in offering conventional operational definitions for those terms for use in power analysis in as diverse a field of inquiry as behavioral science" (p. 25).

Effect sizes can also be thought of as the average percentile standing of the average treated (or experimental) participant relative to the average untreated (or control) participant. An ES of 0.0 indicates that the mean of the treated group is at the 50th percentile of the untreated group. An ES of 0.8 indicates that the mean of the treated group is at the 79th percentile of the untreated group. An effect size of 1.7 indicates that the mean of the treated group is at the 95.5 percentile of the untreated group.

Effect sizes can also be interpreted in terms of the percent of non-overlap of the treated group's scores with those of the untreated group, see Cohen (1988, pp. 21-23) for descriptions of additional measures of non-overlap. An ES of 0.0 indicates that the distribution of scores for the treated group overlaps completely with the distribution of scores for the untreated group, there is 0% of non-overlap. An ES of 0.8 indicates a non-overlap of 47.4% in the two distributions. An ES of 1.7 indicates a non-overlap of 75.4% in the two distributions.

<http://www.uccs.edu/lbecker/effect-size.html>

1. Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum

Figure B-1. *Cohen's d* index of "effect size"

In statistics (Classical Test Theory), **Cronbach's α (alpha)** ¹ is used as a (lower-bound) estimate of the reliability of a psychometric test.

It has been proposed that α can be viewed as the expected correlation of two tests that measure the same construct. By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct.
2

Cronbach's α is a function of the number of items in a test, the average covariance between item-pairs, and the variance of the total score.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

https://en.wikipedia.org/wiki/Cronbach%27s_alpha

1. Cronbach LJ (1951). "Coefficient alpha and the internal structure of tests". *Psychometrika* **16** (3): 297–334.
2. Nunnally, J. C. (1978). Assessment of Reliability. In: Psychometric Theory (2nd ed.). New York: McGraw-Hill.

Figure B-2. Cronbach's α (alpha)

Factor Analysis

Factor analysis is a method of data reduction. It does this by seeking underlying unobservable (latent) variables that are reflected in the observed variables (manifest variables). There are many different methods that can be used to conduct a factor analysis (such as principal axis factor, maximum likelihood, generalized least squares, un-weighted least squares). There are also many different types of rotations that can be done after the initial extraction of factors, including orthogonal rotations, such as varimax and equimax, which impose the restriction that the factors cannot be correlated, and oblique rotations, such as promax, which allow the factors to be correlated with one another. Factor analysis is based on the correlation matrix of the variables involved, and correlations usually need a large sample size before they stabilize. Tabachnick and Fidell (2001, page 588) cite Comrey and Lee's (1992) advice regarding sample size: 50 cases is very poor, 100 is poor, 200 is fair, 300 is good, 500 is very good, and 1000 or more is excellent. As a rule of thumb, a bare minimum of 10 observations per variable is necessary to avoid computational difficulties.

<http://www.ats.ucla.edu/stat/spss/output/factor1.htm>

Figure B-3. Factor Analysis

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